



ADMINISTRATIVE AND CONDITIONS OF SERVICE MANUAL

Kindly refer to Manual of Internal Policies And
Procedures Document for further details

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Human Resource Directorate

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SECTION A

CONDITIONS OF SERVICE

COVERAGE

This manual covers all employees of Central University except where otherwise stated and incorporates all previous documents on Senior Members, Senior Staff and Junior Staff Conditions of Service.

This manual is to be used in conjunction with the Statutes (2016) of the University.

Where there appears to be any doubt regarding administrative and procedural interpretation, the Statutes (2016) of Central University is superior.

1.0. INTRODUCTION AND EMPLOYMENT AT CENTRAL UNIVERSITY

The “Administrative and Conditions of Service Manual” of Central University is a compilation of the regulations governing the University. The manual has been prepared to guide Principal Officers and all other employees on the procedures for the administration and management of all aspects of University operations and the University's relations with its internal and external constituents.

The Manual is to be used in conjunction with other Central University documents such as the Statutes, University Calendar and other Reports and Management Policies.

Disclaimer

The policies, procedures and guidelines contained in this manual are subject to change. Such changes will be communicated to the University Community as appropriate.

1.1. Definitions of Term

The following terms are used in this document:

1. “Alumni Association” means that group of former students of Central University who have been registered as such.
2. “**Academic Member**” - Means Senior Members holding full-time teaching, research and or consultancy appointment in the University.
3. “**Academic Board**” - means the body that handles all academic and student policy issues of the University. It is the next highest decision making body after the Council.
4. “Contract Employee”- Means a person engaged for a specified period
5. “**Centre/Unit**”- means an establishment which conducts/implements specialised programmes, provides specialised research advocacy services and/ or focuses on the delivery of a support service. It will normally be domiciled in a School or Department. It's status and programmes are as stated in the appropriate schedules or **instrument of creation**
6. “**Church**”- refers to the International Central Gospel Church (I.C.G.C).
7. “**College**”- means a collection of Faculties, Institutes, Schools and Centres of related or semi-related disciplines.
8. Competent Authority - means authority derived from the University's statutory bodies and relevant appointing instruments.
9. “Competent Body” means body or bodies statutorily provided for by the Statute or by other appropriate authority such as Council, Academic Board or Management and **relevant appointing instruments**.
10. “**Congregation**” means a gathering of the University

community for the purposes of awarding degrees, certificates and diplomas.

11. **“Convocation”** means a gathering of all Senior Members of the University.
12. **“Coordinator”** means an Officer of the University administering a Centre, Institute, Special Unit or Satellite Campus.
13. **“Dean”** - Means the Head of School/Faculty.
14. **“Deputy Registrar”** means a person occupying relevant grade
15. **“Director”** - Means a person appointed to direct or supervise a Directorate.
16. **“Department”** refers to a division within a Faculty/School with responsibility for the delivery of graduate and undergraduate teaching and the conduct of research in a recognizable academic discipline and has been so designated by the Academic Board.
17. **“Directorate”** means amalgamation of units, offices, rules and responsibilities to create an administrative function of the university.
18. **“Emergency Meeting”** means a meeting called under urgent circumstance and which requires immediate action or decision and which cannot wait for a regular meeting or the normal notice schedule.
19. **“Faculty/School”** means a collection of related and/or semi-related departments, institutes, centres and units; a Faculty/School may have some relation to a profession and/ or have programmes that are regulated by properly/legally constituted professional regulatory bodies.
20. **“Governing Council (Council)”** is the highest decision making body of the University and provides governance and strategic direction to the University.

21. “Head of Department”- means a person appointed to direct or supervise 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.
22. “Institute” means a semi-autonomous unit specializing in the delivery of particular extension services, delivery of multi disciplinary research and focused sub-degree/degree and post graduate degree programmes. Its status and programme offerings shall be as specified in the appropriate schedule.
23. “Junior Member” means a person who has been admitted to pursue a programme of study in the University and has been matriculated.
24. “Junior Staff” mean persons in the employment of the University of the rank below that of an Office Assistant or its equivalent.
25. “Members of the University” means the following: Chancellor, the Pro Chancellor, the Vice-Chancellor, the Pro Vice-Chancellors, Registrar, Members of Council, Members of Convocation, Senior Staff, Junior Staff and Junior Members.
26. Misconduct - Means any act of omission or commission without reasonable excuse on the part of **a member of the University** which amounts to a 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 business or tends to bring the University into disrepute.
27. “Principal Officers” of the University are the Chancellor, the Pro Chancellor, the Vice-Chancellor, the Pro Vice-Chancellors and the Registrar.
28. “Professorial Rank” refers to Professors and Associate

Professors.

29. "Section" means a sub unit of a Directorate.
30. "Senior Member" means a person in the employment of the University of a rank not lower than Junior Assistant Registrar or Assistant Lecturer.
31. "Senior Post" is defined as Deans, Academic and Administrative Directors, Heads of Centres and Heads of Units.
32. "Senior Staff" means persons in the employment of the University of a Rank not lower than that of an Administrative Assistant or its equivalent.
33. "Special Meeting" means a meeting that is called to consider a unique issue outside of a regular meeting and called to discuss a matter or matters which (do not) have an urgent character.
34. "Staff" means a person in the employment of the University. This shall include faculty which is the generic name for staff in academic roles.
35. "University" means Central University.
36. "Vice Chancellor" - Means the Academic and Administrative Head and Chief Disciplinary Officer of Central University.
37. Words importing male persons include female persons (except where otherwise and clearly stated).

2.0. APPOINTMENT AND PROMOTIONS

2.1. General Guidelines

- a. All candidates for appointment will be interviewed by the University's Appointments and Promotions Committee (UAPC) or its approved representative body where necessary.
- b. A Senior Member's appointment is made by the Vice Chancellor on behalf of the University Council and is subject to the Statutes of the University.
- c. The University Appointments and Promotions Committee is the final appointing authority which receives report from the representative bodies and determines all appointments.
- d. Appointments to the post of Dean, Deputy Registrar, Associate Professor or Professor are made by the Council on the recommendations by the University Appointments and Promotions Committee (UPAC).
- e. Internal Professorial appointments or promotions shall not be interviewed; instead an interaction at the University Appointments and Promotions Committee shall be adequate for consideration.
- f. On appointment, Vice Chancellor, Registrar, and all Senior Members are obliged to enter their names in the register kept in the office of the Vice Chancellor. All Senior staff on appointment are to enter their names in the register kept in the office of the Registrar. All Junior staff on appointment are to enter their names in the register kept at the office of the Director (Human Resource).
- g. Employment at the University is full time except where otherwise stated in a letter of appointment. Employees shall therefore not maintain any other full time employment. Any other additional occupation or employment outside the

University (where full, part time, or on secondment) can only be accepted with the prior written permission of the Vice Chancellor on behalf of the University Council. Verbal explanatory discussions, verbal notifications are not acceptable forms of permission.

2.2. Tenure

- a. All Associate Professors and Professors of the University shall have tenure. All Deputy Registrars and above shall have tenure. This implies that their appointments will continue till they attain the University's retiring age of 65 years, except where a Senior Member is unable to function effectively on health or other grounds.
- b. Office holders from Deans, Directors and above shall be subject to contract relating to the office. Such contracts are subject to renewal (based on performance, establishment, need and discretion of the Vice Chancellor).
- c. All other appointments in the University are normally for a period of six (6) years in the first instance and are subject to renewal. Shorter terms of appointment of one or two year's duration may be offered.
All full-time appointments are subject to prior interview or interaction.
All adjunct appointments shall be by the Vice Chancellor upon recommendations from the Faculty Appointments and Promotions Committee or the Dean where necessary.
- d. The Director HR shall once a quarter table a report on adjunct appointments to the University's Appointment and Promotions Committee (UAPC).
- e. For the avoidance of doubt, retirement age for tenured Senior Members (refer to 2.2a) shall be 65 years; retirement age for all

other employees shall be 60 years. Retirement age is without prejudice to the fact that all appointments (apart from tenured employees) are contract based.

- f. No application for promotion shall be considered unless it is submitted not later than six (6) months prior to retirement for all categories of staff.
- g. All Senior Members shall be required to serve one year probation irrespective of their previous experience. However, if it is an internal appointment, probation period shall be six months. All other staff shall serve probation of not less than six (6) months. **Depending on performance, probation may be extended for additional three (3) months only.**
- h. Subject to medical fitness, and the continuing need for expertise determined by the University, **Post-retirement** contract appointments may be **offered** to Senior Members who have reached the retiring age. In the case of such appointments, the terms of the contract shall be embodied in the letter of appointment taking into consideration general regulations relating to contract or policy guidelines on post retirement contract.
- i. Extension or renewal of an Acting appointment is at the instance of the Vice Chancellor following interaction at the University Appointment and Promotion Committee. Such renewal may be for a maximum period of up to two (2) years.

2.3. Staff Establishment

The University shall maintain an approved staff establishment

- a. Staff establishment may be altered only with the approval of the University Council. The Pro **Vice-Chancellor** (Academic Affairs) in consultation with the Registrar and Deans shall

make recommendations on academic staff establishment **to the Vice Chancellor.**

- b. The Registrar in consultation with the Directors, Deputy Registrars shall make recommendations on administrative staff establishment, to the Vice Chancellor.
- c. Vacancies in the establishment may be filled with temporary staff only with the approval of the Vice Chancellor.
- d. Vacancies occur through vacation of post, resignation, termination of appointment, creation of a new post, transfer, and retirement. This list is by no means exhaustive.
- e. **Employment and promotions are strictly on the basis of establishment, vacancy and performance as the case may be.**

2.4. Recruitment /Appointment

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

a. Methods of Recruitment

Recruitment is through:

- i. Advertisement (Internal and External)
- ii. Applications by individuals on their own initiative;
- iii. Recommendations from the Vice Chancellor, Deans and Heads of Department;
- iv. Technical assistance schemes;
- v. Secondment from other universities, institutions and exchange schemes;

All appointments within the University are contract based, for one (1) - six (6) years in the first instance depending on the position except for tenured roles for 2.2(a).

b. Renewal of Contract Appointment (Administrative Staff)

All administrative staff below the rank of deputy registrar shall apply for renewal of their contract six months before expiration.

The application **for renewal of contract** shall be submitted through the Head of Department at least six months before the expiration of the contract. The onus is on the **staff to initiate the process of renewal. Staff will automatically be removed from the payroll if his/her contract is not renewed on due date. Staff will also be considered to have terminated his/her employment with the University if they fail to initiate renewal process as required.**

For authorities responsible for appointing various categories of staff, please refer to pages 27-35 of the Statutes.

c. Methods of Advertising

Whenever a position becomes vacant, the head concerned shall notify the Dean or Deputy Registrar who will forward the request to the Director Human Resource with copies to the Vice Chancellor, Pro Vice Chancellor (Academic) and Registrar for approval. The position may not be advertised without the Vice Chancellor's express approval.

The Head of Corporate Affairs and Public Relations ensures that the advert with specific and relevant details is published in the dailies and/or CU website for public consumption. All advertisements are worked out between the Director Human Resource and Head of Corporate Affairs and Public Relations.

d. Processing of Advertisements

I. On receiving the relevant information on vacancy, the Director

Human Resource shall finalize the terms of the advertisement and the accompanying particulars.

- ii. The Director Human Resource in consultation with the Vice Chancellor and Registrar will determine the closing date of the advertisement.

e. Seasons for Advertisement

Director Human Resource at the start of the academic year would send request to Deans and Directors for staffing needs for the ensuing year.

f. Submission of Applications

- i. Interested candidates are requested to obtain application forms from the Human Resource Directorate or download from the website of CU and submit three copies of their completed applications to the Director Human Resource, P.O. Box 2305, Tema.
- ii. The following documents must accompany the completed forms:
 - Transcripts of academic records/ qualifications and photocopy of certificates
 - Detailed, updated curriculum vitae
 - At least two recent passport-sized photographs
 - Names of at least three (3) referees one of whom should be a work reference and the other, his/her Reverend Minister. Applicants may enclose signed, sealed references with their application dossier.
- iii. Applications from other parts of the world should be sent directly by courier to the office of the Director Human Resource, Central University, P. O. Box DS 2310, Dansoman-Accra, Ghana, W/A or P.O. Box 2305, Tema, W/A as well as by e-mail at **hrdirectorate@central.edu.gh**

g. Acknowledgement

The Director Human Resource shall acknowledge **by** mail, the receipt of all applications that have been short-listed.

h. Processing of Applications

The Director Human Resource will forward all the applications received in respect of academic staff to the Dean of the Faculty/School concerned who, in consultation with the Head of the relevant Department, will forward the applications to the Faculty Appointments and Promotions Committee in the first instance.

In the case of Administrative Senior Members, the relevant Directors shall forward to the Administrative Appointments and Promotions Committee (AAPC) chaired by the Registrar. The report of the Faculty Appointments and Promotions Committee or Administrative Appointments and Promotions Committee (AAPC) is then forwarded to the Director Human Resource. for processing in accordance with the relevant sections of the Statues.

I. Each member of the University Appointments and Promotions Committee should receive from the Director Human Resource at least one week before the meeting of the Committee, a dossier containing the following:

- The application form (s) and interaction reports;
- The assessment and report from the Faculty's Appointments and Promotions Committee (FAPC) or Administrative Appointments and Promotions Committee (AAPC) signed by all members present of the respective Committees which are forwarded to the Director, Human Resource as the case may be;

- References (at least two); and
- Copies of all relevant Academic/Professional Certificates

j. References

Wherever possible, applicants are requested to solicit their references and submit them in signed, sealed confidential envelopes. For overseas references, email references may be sent directly to the Director Human Resource.

Three (3) references are required but where a third reference is delayed the applicant may be interviewed. Appointment may however be made on receipt of the third reference at the discretion of the Vice Chancellor.

k. Selection

Faculty Appointments

The procedure shall be as follows:

- i. The Dean/HOD will review the applications
- ii. Thereafter, a faculty interaction to discuss the application shall be held
- iii. The **Dean** shall produce a report to the Director Human Resource using the appropriate template, indicating the scores of each applicant recommended.
- iv. Thereafter, the Director HR in consultation with the Vice Chancellor will forward the report to the University's Appointments and Promotions Committee (UAPC) for final interview to be held.

l. Administrative Appointments

The procedure shall be as follows:

- i. The Director HR/relevant Unit Head will review the applications
- ii. The Director HR will forward the reviewed applications to the

Administrative Appointments and Promotions Committee (AAPC) for final decision to be taken.

- iii. In the case of Senior Member applications, a report and score shall be forwarded to the Director Human Resource for submission to UAPC for a final appointment interview;

2.5. Qualifications For Appointment (Faculty)

Central University shall appoint faculty on contract basis.

Contracts shall be structured as follows:

- i. 1st Contract : 1 - 6 years depending on qualifications
- ii. 2nd Contract : 2 - 6 years depending on possession of terminal degree, publication, and/or promotion to Senior Lecturer
- iii. 3rd Contract : 2 - 6 years depending on promotion
- iv. Termination: if after 12 years of appointment a Lecturer who holds PhD is not promoted to Senior Lecturer he/she shall not receive any further contracts. A Lecturer who does not hold a PhD, is not promoted to Senior Lecturer and is not on a PhD shall not receive a contract after nine (9) years.
- v. A holder of a good first degree may be appointed Teaching Assistant, Tutor, and Demonstrator for two years only. However, the position is a Senior Staff position.

2.6. Lecturer

A candidate seeking appointment **or promotion** as Lecturer must:

- a. Possess at least a minimum second degree with a research component (M Phil.) in the relevant field of specialization.
- b. Have a minimum teaching/research experience, preferably from a tertiary institution for two (2) years or more.
- c. In the absence of any teaching experience, applicant may be considered as Assistant Lecturer for one year and appointed on successful completion of probation as lecturer.
- d. Provide evidence of publication(s). This will be an advantage.

- e. Candidates appointed without PhD must take steps to obtain or be fully registered on a Ph.D. within six (6) years of appointment before candidate may be considered for renewal of his/her contract of employment.

2.7. Senior Lecturer

A candidate seeking appointment or promotion as Senior Lecturer must:

- a. Satisfy the basic qualifications specified for a Lecturer and in addition,
- b. Have at least four (4) years post qualification teaching/research experience in an analogous institution of higher learning, as a Lecturer.
- c. Have at least seven (7) published papers in reputable journals, chapters in book, books or evidence for acceptance of publications by refereed journals.

2.8. Associate Professor

A candidate seeking appointment **or promotion** as Associate Professor must:

- a. Satisfy the basic qualifications specified for Senior Lecturers and in addition,
- b. Have taught for a minimum of five (5) years as a Senior Lecturer in an analogous institution of higher learning.
- c. Have at least eight (8) publications in refereed academic journals, **book chapters**, and books since the last promotion or a total of Fifteen (15) publications since appointment as Lecturer.

2.9. Professor

For appointment **or promotion** to the rank of Professor, a candidate must:

- a. Satisfy the basic qualification for the rank of Associate Professor and in addition,
- b. Have taught/served for at least, four (4) years as an Associate Professor.
- c. Have at least nine (9) additional publications since the last promotion as Associate Professor or a total of twenty-four (24) publications, since appointment as Lecturer.

In all cases, applicants should have not less than 70% of total number of publications as refereed journals/articles.

2.10. Peer/Professional Mentorship for Appointees

Young (below the age of 35) and first time appointees may be assigned to a mentor for the first two (2) years of engagement with the University.

3.0. PROMOTIONS (FACULTY)

3.1. Guidelines

Applicants applying for promotion must complete the promotion form. Deans and Heads of Departments are to provide the necessary statement using the approved template in support of the application.

3.2. Internal Assessment

i. Annual Performance Appraisal

The Deans and Heads of Departments shall supply the performance assessment data from the preceding four (4) or five (5) years with specific reference to the total marks each year and comments from the various reports which comments shall be incorporated into the Head of Department's report.

The reference system has a scoring regime. The information therefrom shall be used in all cases of appointment reviews.

ii. Review of Dossier

The complete dossier comprising the application form, publications and applicants C.V. shall be reviewed by the Faculty Appointments and Promotions Committee which shall then forward dossier and the Faculty Appointments and Promotions Committee report to Director HR for further processing. Where necessary the Dean/Director shall constitute a technical panel to review the applicant's papers for general suitability and impact and report on same.

- The Vice Chancellor's professorial review panel
In the case of all promotions into the professoriate the Vice Chancellor shall constitute a panel to review the applicant's publications and report on same to the Vice Chancellor.

Any dossier forwarded to UPAC should comprise the following:

- Report by the Faculty Appointments and Promotions Committee which shall include teaching assessment **reports**, score on Community Service and service to Central University and Committee engagement, etc
- Report by the Head of Department and Dean drawing on performance assessment over the last four (4) or five (5) years.
- Publications
- Applicant's most recent Curriculum Vitae properly formatted
- Report by technical committee on candidates papers/memoranda (where necessary)
- Report by Vice Chancellor's review panel (where applicable)

iii. Assessment of Teaching

The Head of Department or Dean shall include an assessment of the teaching ability of applicant. The assessment shall normally include students' assessment of the lecturer, as facilitated by the Compliance and Quality Assurance **Directorate**.

iv. Publications in Press

No cognizance shall 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.

v. Multiple Authorship

Where a publication is the result of joint efforts between the person applying for promotion and others (principal and co-authors) there, shall be a statement by the candidate indicating the extent of his/her contributions to the publication.

vi. Service to the University, community and country

The Dean or Head of Department shall include in his recommendation and score any service to the University, **community**, country and administrative duties performed by the applicant being considered for promotion at any level.

vii. Faculty Appointments and Promotions Committee

The Faculty Appointments and Promotions Committee shall receive the assessments made by Heads of Department in addition to the applicant's publications and curriculum vitae. These shall then be submitted together with the Committee's recommendations signed by all members present to the Director, Human Resource for further processing and thereafter for onward submission to the University's Appointments and Promotions

Committee. The Dean in consultation with the Head of Department shall nominate external assessors for consideration by the Vice Chancellor.

viii. Period for Receipt of Applications and Effective date of promotion

There shall be two periods for receipt of applications by the University (March and September) respectively:

- a. Completed application dossier received by March 31st (between 1st October and 31st March) of the academic year, promotions will be effective the following September.
- b. Completed application dossier received by September 30th (between 1st April and 30th September) of the academic year promotion will be effective the following March.

Where promotion delays through no fault of applicant but as a consequence of delays from external assessors, applicant's promotion effective date may be backdated to the previous September or March allowing for only one instance of back date of six (6) months.

3.3. External Assessment

- i. All papers submitted in support of promotion shall be externally assessed.
- ii. Definition of External Assessor: An External Assessor is defined as an assessor who is an academic or a professional of repute and is not a member of the Central University. In addition, such a person should not be in active collaboration with the candidate, is not a biological relative and was not connected to the candidate graduate studies supervision.
- iii. External assessors exclude all persons employed either part-time or full-time by Central University.

- iv. The external assessor must be an authority in the main field of study of the applicant. The external assessor will normally be of the rank of Senior Lecturer and above. It is unacceptable to select, as external assessor, someone who was directly connected with the undergraduate or graduate studies of an applicant. Selection of the assessors shall always be by discussion and consensus between the Dean; Director Human Resource and the Pro Vice-Chancellor (Academic).
- v. For posts of Senior Lecturer or equivalent, the views of two (2) external assessors shall be obtained.
- vi. For the appointment of Professors and their equivalent, the views of three (3) external assessors should be obtained.
- vii. Each external assessor would be required to state his/her opinion or professional standing on the quality of the candidates papers and quality of scholarship taking into account the publications and contributions to knowledge, learning or in furtherance of education. Assessors shall not be required to recommend promotion or otherwise.
- viii. The UAPC in reaching a decision on the promotion or, in making a recommendation on it, shall take into account the views of the external assessor(s) as well as all the available evidence and points in the applicant's dossier and work history. The final decision is made by the UAPC. For the professorial rank, the decision of the University's Appointments and Promotions Committee is a recommendation to the University Council which shall appoint or otherwise.
- ix. Where there is a fundamental disagreement between the views of the external assessors on the quality of the submission, the Director Human Resource, on the instruction of the UAPC, shall submit the papers to a third or fourth external assessor (as the case may be) for his or her views.

Thereafter, the Appointments and Promotions Committee shall at its next available sitting make a final determination based on all available evidence.

3.4. Promotion Criteria Senior Member Faculty

In addition to the statutory provisions on processes and procedures for appointment and promotion of staff, the University is required to publish in the Reporter, from time to time, promotion criteria or changes thereof.

3.4.1. General Provisions/Procedures

All applications for promotion of Senior Members (Academic) 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 work of University Boards/ Committees and extension work.
- c. extension work in the form of National/International recognitions through such services as membership of editorial boards of recognized journals, external examiner, and external assessor for promotion of research/teaching staff, exhibitions, technical or consultancy reports, etc.
- d. evidence from up to four (4) years (average) of the overall performance assessment documents over the period immediately previous to the application

In all cases, applicants should have 70% of total number of publications as refereed journals/articles whilst 30% could be books and book chapters.

3.5. Publications for Promotion

Definition of Publications: The following shall be accepted as evidence of publications:

- i. Books and parts of books published by academic publishing houses or evidence of acceptance for publications.
- ii. Articles in reputable scholarly/refereed journals. Publications in predatory journals shall not be accepted

In the assessment of the above publications, a high premium will be placed on refereed publications.

3.6. Assessment System

The following shall apply

- i. Research publications assessed by two or three assessors (as the case may be) should be scored over 45 marks raw score not a percentage. Pass mark is 35 below which, an applicant may not be considered for promotion.
- ii. Teaching (to be assessed by the Department and Compliance and Quality Assurance Directorate) should count 30 marks raw score. Pass mark is 25.
- 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 15 marks. Pass mark is 10.
- iv. Four (4) years average of annual performance documents should count 10 marks raw score with pass mark of 5 derived from overall attainment of "Exceed performance" (70%-80%) consistently in the last 4 or so years.

3.6.1. Annual performance assessment

Annual performance assessment would be made and considered on its merit depending on the recommendations of the Head of

Department.

By the weighting system outlined above, a candidate needs to score not less than 75 percent to qualify for promotion. This cut-off is achieved by computation across all 4 dimensions.

3.7. Promotion of Senior Members on Study Leave (Faculty)

- i. A senior member, who submitted his/her application for promotion before proceeding on study leave and was qualified at the time, is eligible for consideration for promotion while he/she remains on study leave. Effective date would however be the date the staff returns to post. Such date shall be evidenced by dated letter of resumption of duty received by the Human Resource Directorate.
- ii. A senior member who had not applied for promotion before he/she proceeded on study leave, but was qualified while on study leave, may also apply for promotion while on study leave.

If the application is successful, effective date shall be when he/she resumes duty in the University.

3.8. Promotion of Senior Members due to Retire (Faculty)

Senior Members who are due to retire from the University (at the statutory age of 65years) but believe they are qualified for consideration for promotion to a higher grade may submit their applications for promotion at least six (6) months before the date of retirement. Applications submitted outside this limit shall not be considered.

NB: No applications for promotion shall be considered for anyone on post retirement contract.

4.0. APPOINTMENT AND PROMOTION OF NON-TEACHING STAFF

4.1. Qualification for Non-Teaching Staff

Appointments and promotions of staff in the administrative categories shall be based on the availability and declaration of vacancies in the establishment. Below is a tabular representation of the general Scheme of Service for entry into the administrative category.

Categories	Qualification	Experience
Junior Staff	WASSCE	Non
Senior Staff	HND/Bachelor's Degree	2 years post qualification experience enters as Senior Admin Assistant
Senior Staff	1st Degree plus professional qualification (CA, ACCA, etc; Level 2 or 3, etc)	Without relevant experience enters at Chief Administrative Assistant grade
Senior Member	Master's Degree	Without experience enters as Junior Assistant Registrar
Senior Member Appointed externally	Master's Degree	With more than 3 years post 2nd degree work experience enters as Assistant Registrar

- i. Senior Staff who acquire a second degree and have been on the grade from Deputy Chief Administrative Assistant may be eligible for consideration for promotion as Junior Assistant Registrar depending on vacancy in the establishment and performance history.
- ii. Eligibility for promotion is after a minimum of six (6) years service on the grade subject to performance and vacancy in the establishment.
- iii. Applicants recruited with a second degree in a relevant field without post Master's degree work experience are placed on an entry level of Junior Assistant Registrar and must work for a minimum of six (6) years before becoming eligible for promotion to the grade of Assistant Registrar where there is a vacancy in the establishment.
- iv. Applicants recruited with second degree in a relevant field with at least three years post Master's degree work experience may start as Assistant Registrar and have to work for not less than eight (8) years to be eligible for promotion to the grade of Senior Assistant Registrar where there is a vacancy in the establishment
- v. The Senior Assistant Registrar's grade in the Administrative category shall be the terminal grade for administrative Senior Members.
- vi. The Deputy Registrar grade is available only on declaration of vacancy. It is the grade on which Directorship of a Directorate is based.

4.2. Guidelines

A candidate must have a minimum qualification of a two-year master's degree in the relevant area of specialization; or degree plus

final certification of CA (Ghana), or degree plus ACCA (Ghana) etc and three (3) years post qualification experience as an entry qualification for consideration for Assistant Registrar's grade.

I.Applications

- a. Interested persons should obtain the University's application forms from the office of the Director HR or download from the CU's website and submit three copies of their completed applications to the office of the Director HR
- b. The following documents must accompany the completed forms:
 - Transcripts of academic qualifications and photocopy of certificates
 - Detailed, curriculum vitae
 - Two recent passport-size photographs
 - Names of at least three (3) referees; one of whom should be work reference and the other from the applicant's reverend minister.
- c. Applications from other parts of the world should be sent by courier directly to the office of the Director HR, Central University, P. O. Box DS 2305, Tema, Ghana, email: **hrdirectorate@central.edu.gh**
- i. Acknowledgement
The Director Human Resource shall acknowledge by email, receipt of all applications that have been short-listed.

4.3. Procedure for Full Time Appointment (Non-Teaching) Processing of Applications/Selection

- i. The Director Human Resource in consultation with the relevant Section Head and the Registrar will conduct a short

- list of applications.
- ii. Applications will be considered only when there are at least two references. The third reference will be demanded at the point of interview. References are required to be in signed and sealed confidential envelopes.
 - iii. As soon as the completed application dossier with adequate number of references has been received, the Director Human Resource in consultation with the Registrar will schedule an interview by the AAPC to consider the shortlisted candidates. The AAPC shall submit report and other application documents to the University's Administrative Appointments and Promotions Committee (UAPC).
 - iv. Each member of the University Appointments and Promotions Committee should receive from the Director Human Resource at least three (3) days before the meeting of the Committee a docket containing the following:
 - The application form (s) and curriculum vitae (C.V);
 - The assessment by the Head of Section as the case may be;
 - Administrative Appointments and Promotions Committee's (AAPC) recommendation.
 - Any other relevant documents will be provided at the interview for members perusal.
 - v. The decision of the University's Appointments and Promotions Committee on the candidates shall be communicated to the candidates and other University authorities concerned by the Director Human Resource No other communication from any other official whether verbal or written shall be taken as the official position of the University on the appointment.

4.4. Mentorship for appointee

A new appointee may be assigned a mentor for the period of his/her probation.

4.5. Promotion Criteria (Non-Teaching)

a. General Guidelines

- i. To be promoted to the next grade, a Senior Member, Senior Staff/Junior Staff should have served not less than six (6) years minimum on the current grade. Attainment of a Master's degree is a necessary but not sufficient criteria for promotion into the senior member administrative category.
- ii. Promotion is based on the availability of vacancy in the establishment following satisfactory performance in the following assessable areas:
 - Ability in work and professionalism
 - Promotion of profession
 - Human Relations
 - Service to the University
 - Submission of required/relevant Memoranda, reports and samples of minutes, written policy documents, etc. which shall be externally reviewed
 - Promotion test
 - Promotion interview (only for the Senior Member category)
- iii. Assessment of up to four (4) year's annual performance review documents in the period immediately prior to application (Average not below 70 raw score)
- iv. Staff will have to attend promotion interview conducted by the University's Appointments and Promotions Committee (UAPC).
- v. The Senior Assistant Registrar's grade in the Administration category shall be the terminal grade for all serving Senior

Members.

- vi. Promotion to Deputy Registrar is not automatic. Promotion will be based on availability of vacancy in the establishment and performance. Deputy Registrars are tenured.
- vii. All Senior Members (Administrative) shall be on a six (6) year renewable contract based on performance.
- viii. All functional appointive administrative posts are contractual. Contracts shall be for a period of between two (2) to four (4) years in each instance. Renewals, however, shall be for shorter periods except as provided for in the statute.
- ix. Other administrative categories (Senior and Junior Staff) appointments/promotions shall also be on six (6) year renewable contracts based on performance.

b. Period for Receipt of Applications

The Human Resource Directorate may announce vacancies within the administrative ranks as they arise, qualified staff are free to apply to any of these declared vacancies. All such applications shall be assessed as appropriate.

Applications for promotion should be received latest by 30th June every year. Promotion of successful applicants shall be effective in September the same year.

5.0. PROBATION OF STAFF

The probation period for all staff at Central University is twelve (12) months. However, shorter periods of up to six (6) months may be offered to Senior and Junior Staff.

For internal Senior Members appointed to new and/or higher positions, the probation period is six (6) months.

- 5.1. The probation period allows the supervisor to:
- a. manage; assess/review the performance of the new staff and to determine his/her suitability for the job;
 - b. assess the staff's satisfaction with the job; and
 - c. provide initial indication of the staff's actual and potential training and developmental needs.

At the end of the probation period, the supervisor will recommend to the Director Human Resource through the Head of Department/Unit whether the staff has demonstrated the required standard of performance for the appointment to be confirmed. Confirmation decision shall be at the discretion of the Vice Chancellor through appropriate discussion/consideration of dossier at the UAPC.

Where a staff's contract is to be terminated during probation, this shall be done with immediate effect.

6.0. APPOINTMENT OF ADJUNCT FACULTY

An Adjunct is a part-time lecturer who is not on full time employment at the University but is engaged to teach for a specified period usually one or two academic semesters only.

6.1. Conditions for Appointment

- i. faculty load fully exhausted
- ii. specialty/expertise not available in the faculty or the department
- iii. sudden departure/ vacancy created due to unavailability of faculty.

6.2. Procedure

- i. HOD writes to the Dean requesting for Adjunct Lecturer.
- ii. Faculty Appointments and Promotion Committee (FAPC) would have faculty interaction and produce a report to the Dean
- iii. Dean seeks permission from and makes request to the Vice Chancellor through the Pro Vice Chancellor (Academic) who shall confirm his “no objection” in writing.
- iv. The Dean then writes to Vice Chancellor requesting the appointment of the Adjunct Lecturer attaching all the necessary dossier and making a clear justification based on 6.1. above
 - a) Completed application forms
 - b) Applicant's most recent CV
 - c) Photocopies of academic and any professional certificates and transcripts
 - d) Faculty interaction report
 - e) Staff/student ratio/ teaching load of the faculty
 - f) Teaching load for the Adjunct Lecturer (not to exceed 6 credits)
- v. The Vice Chancellor approves and authorizes the Director Human Resource to prepare letter for Adjunct Lecturer for the Vice Chancellor to sign.
- vi. The Director Human Resource submits quarterly reports to the University Appointments and Promotions Committee (UAPC) on the appointment of Adjunct Lecturers.
- vii. The letter appointing Adjunct Lecturer(s) shall indicate the following:
 - a. Department to which the Adjunct Lecturer(s) is being appointed
 - b. Duration of appointment
 - c. Course(s) to be taught

- d. Per hourly rates incorporates transport/fuel) to be reimbursed based on the compensation policy

viii. Claim process

- a. the Adjunct Lecturer must fill attendance book lodged with the Faculty Officers
- b. all claims are made at the end of the semester
- c. by filling out necessary forms and documentations which should be sent to the HOD
- d. this would then be cross checked by the Dean of the respective School/Faculty
- e. payment to the Adjunct Lecturer would be made twice a year and shall be made only on certification by the Dean that all exams have been graded and marks submitted to the Head of Department.
 - between February - March
 - between July - August
- f. Transportation allowance is limited to Three (3) gallons

7.0. ADJUNCT FACULTY

Adjunct Faculty may only be engaged when it is clear there is no internal resource anywhere in the University to handle the teaching load.

- i. The Pro Vice Chancellor shall make recommendation to the Vice Chancellor (Academic) for appointment of adjunct based on request from Deans.
- ii. No adjunct shall be engaged without a letter from the Vice Chancellor
- iii. The duties of Adjunct Faculty are to:
 - a. Teach (not more than six (6) credits/semester)
 - b. Set student assessments
 - c. Grade assessments and exams

- d. Submit all assessment and exam grades as well as scripts to the Head of Department within stipulated time.
- iv. No Adjunct faculty is to:
 - a. enter marks into the on-line system
 - b. supervise student long essays except under special circumstances and only with the authority of the Pro Vice Chancellor (Academic).
 - c. be paid without having submitted all exam grades as required at the end of each semester
 - d. Adjunct payments will be effected within six (6) weeks of submission of all exam grades and appropriate claims lodged. Deans must add a note to all adjunct payment claims confirming that grades have been duly submitted.

8.0.POST-RETIREMENT CONTRACT APPOINTMENT

- a. Post retirement contracts are at the instance of the Vice Chancellor based on Departmental need.
- b. All post retirement contracts shall be governed by a compensation regime of terminal basic salary plus 50%.
- c. Post retirement contracts shall not receive any regular allowances; no book, research & equipment allowances.
- d. Staff on post retirement contract shall enjoy medical support at the rate of 50% of the cap applicable to their grades and for themselves only, excluding any dependents.

A faculty member on post retirement who is requested to take on the role of Head of Department or Dean will receive the relevant 25% or 45% responsibility allowance as well as transport allowance applicable to their roles.

9.0. MEDICAL SERVICES

An employee of the University, his/her spouse, and a maximum of three (3) registered children under eighteen (18) years and still in school shall enjoy medical treatment not exceeding the cap allocation to the employee within a staff category; and utilised at the University's designated/approved medical facilities.

The cap shall apply to both local and overseas medical treatment. The University may however pay for the airfare, only, of the staff requiring overseas treatment when the University's medical officer certifies the need for overseas treatment. Such payment shall be subject to approval by the Vice Chancellor.

9.1 Medical cap allocations are detailed below and subject to periodic review (at the discretion of Council).

i. Annual Out-Patient Treatment

- Junior Staff GH¢2,500
- Senior Staff GH¢3,500
- Senior Member GH¢4,500
- Executive Management - GHS 8,000

ii. Annual In-Patient Ward Admission

- GH¢10,000 for all categories of staff
- GHS 20,000 for executive management

iii. Annual Surgical Operation Entitlement

- GH¢10,000 for all categories of staff

If the staff exceeds the cap, the excess will be recovered from the staff's monthly salary.

9.2 The University requires all staff to register under the national health insurance scheme and renew annually per the NHIS policy. The cost of the registration and renewal will be borne by the

University on production of receipt. Medical re-imbursement shall only be paid to the approved hospitals and clinics. Please contact the Human Directorate if you are unsure of the health facility you wish to visit.

9.3. Health Procedure

- i When a Staff suffers from an illness which causes his absence from duty for a continuous period of three (3) days, then within this period, he is required to furnish the Head of Department or section with a medical report from a University appointed Medical Officer, or a report from a registered Medical Practitioner.

If the report under the paragraph above certifies that the continued absence from duty is necessary, the Staff may be relieved of his obligation to discharge his duties without the loss of salary. The maximum period provided on salary in any such absence from work as a consequence of a certified health condition is six (6) months. Such periods will be reckoned as continuous from the date of granting of the first dispensation.

- ii In the event of illness of a Staff necessitating further absence from duty beyond any dispensation granted by the University under paragraph (i) above, the Vice Chancellor may (subject to all available evidence and considerations) extend such dispensation for a period not exceeding six months on a half salary and benefits. This provision applies to all kinds of ailment. In the case of pregnancy-related complications, this facility shall be for one-fourth (1/4) salary.
- iii In the event of illness of a Staff necessitating further absence from duty beyond any dispensation granted by the University under paragraphs (i and ii) above, the Vice Chancellor shall

constitute a medical board to determine the physical condition to justify continued employment. During the medical review process, the staff shall be on one-fourth (1/4) salary and benefits up to a period not exceeding three (3) months.

- iv On the expiry of all dispensations from duty, a Staff who has not resumed his duties (if certified to be capable of working) will be deemed to have relinquished his appointment on the day following that on which his last dispensation expired. However, on account of prolonged ill health for a period of 15 months or more, a Staff who has been granted various dispensations shall be retired based on a certified medical report.
- v During absence from duty on account of ill- health, a Staff's salary will continue to be liable to all relevant deductions.
- vi During any period of absence from duty on account of illness, a Staff is required (as a responsibility of the staff or his/her family) to provide a report from a registered Medical Practitioner, at intervals of one month from the date of the first report. Failure to provide such report may lead to suspension of salary and declaration of vacation of post.
- vii If a Medical Board certifies the necessity of treatment outside Ghana for a Staff, the University may grant passage in the form of air ticket only, as may be approved by the Governing Council.
- viii The University in such instances shall not offer support beyond the purchase of a return trip economy ticket.

10.0. INSURANCE

An officer engaged on work considered to be hazardous by the University shall be insured against relevant and applicable

hazards. The University shall insure Senior Members against accidents whilst on duty; when traveling on an official assignment or travelling outside Ghana on assignment. Staff on further studies approved by the University shall be required to provide their own health insurance cover in the country of their further studies. No risk allowances shall be paid as the University shall make relevant insurance cover available.

11.0. RESIGNATION/ TERMINATION/RETIREMENT/ VACATION POST

- i A Senior Member (Administration) may resign his appointment by giving the Vice Chancellor notice in writing, provided that such notice shall be given not less than three months to the date he intends to terminate his relationship with the University or as provided in the employment contract.
- ii A Faculty Member may resign his/her appointment by giving the Vice Chancellor notice in writing, provided that such notice shall be given not less than three months and the expiry of such notice should be consistent with the end of academic semester.
- iii All other staff (Senior/Junior) may resign by giving the required period of one (1) month notice.
- iv An employee shall be liable to pay a penalty equivalent to the salary for the period required for giving notice if he or she fails to give proper notice. The penalty shall apply whether the employee is at post or on any kind of absence.
- v The University in dispensing with the services of an employee shall give the same length of notice with the same effective termination date or pay him or her basic salary in lieu of notice.
- vi A Senior Member shall retire from the service of the

University at the end of the academic year in which he attains the compulsory retiring age of 65 years. All other employees retire at the end of the month in which they attain 60 years.

- vii A Senior Member or any member of staff shall be deemed to have vacated his/her post if he/she does not report to work for ten (10) working days without proper prior written excuse. The excuse must be supported by certified documents. The excuse and the supporting document should be submitted before the expiry of the 10 day period.

12.0. TERMINAL EXPENSES

- i. A Staff on contract or any form of permanent employment who resigns without serving a minimum period of two years shall be required to refund the cost of any passages provided by the University.
- ii. A Ghanaian recruited overseas who does not serve a minimum period of two years, he or she shall be required to refund the entire cost of passages provided him/her by the University. Passage in this instance is defined as air ticket, relocation allowance, shipment of personal effects, discretionary rental of housing, etc.

13.0. RE-ENTRY INTO SERVICE

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

- i. He/she should submit a fresh application as though he was applying for an appointment in 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 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 Committee 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 Staff left the University and in consultation with the Head of Department. A report from the applicant's last place of work shall be required.

14.0. RE-ENGAGED RETIRED STAFF AND HOUSING

A Staff who reaches the compulsory retiring age shall surrender his/her University occupied accommodation not later than three 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 in such a house. Retired staff on contract with the University shall not be entitled to rent support of any form.

15.0. DEATH OF A STAFF

15.1. Provision of Coffin

On the death of Staff, the University shall provide a coffin/shroud or cash equivalent and transport to convey the body to the place of burial. The spouse and children, if any, shall be provided with appropriate transport to convey them to place of burial in Ghana or be paid an appropriate transport allowance in lieu. This provision is limited to Ghana and does not apply in the event of death overseas.

Where a death occurs overseas while in university service the provision stated above shall be commuted to cash and paid to the spouse or relatives.

15.2. Housing for Dependents of Deceased Senior Members

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

15.2.1. Funeral Grant

On the death of Staff who has served his probation period, the University shall donate to his next of kin as nominated by the employee, one and half (1.5) month'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. Where the Staff has not completed his/her probation, the University shall pay 50% of the basic salary to be distributed as earlier indicated.

One month's basic salary will be paid to a staff of the University for loss of a spouse/child. In the case of staff who have not completed their probation 50% of a month's basic salary shall be paid.

One (1) month's basic salary will be paid to a staff of the University for loss of a parent (mother/father). In the case of staff who have not completed their probation period 50% of one's month basic salary shall be paid to staff.

15.3. Payment of Final Salary in the Event of Death

In the event of death, the salary due to a Staff shall cease at the end of the month in which the Staff dies. Such payments and any other

benefit 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.

Any/all financial obligations due to the University will be deducted from such benefits.

16.0. SOCIAL SECURITY (PENSION SCHEME)

The University requires all permanent staff who have not reached the national retirement age of 60 years to contribute to the Social Security Scheme (Tier I&II) subject to the rules governing the operations of the Scheme (Social Security Law 1991; PNDC Law 247) as amended in the new Pensions Act (Act 766, 2008).

17.0. PROVIDENT FUND

- i. Staff shall be contributors to the University's Provident Fund subject to its rules. The Provident Fund contributions shall be used as collateral for any Loan Scheme, administered by the University.
- ii. The University makes an appropriate contribution to the Fund as per its rules.
- iii. Senior Members on Post-Retirement contract shall not contribute to the SSNIT Pension Scheme nor to the University Provident Fund and shall not receive any lump sum or discretionary payments in lieu of pension or social security.

18.0. LONG SERVICE AWARD

The University may at its discretion recognise long service in the following categories:

- ii. Staff who have served between 10 and 19 years USD\$ 500
- iii. Staff who have served between 20 and 29 years USD\$ 1,000
- iv. Staff who served 30 years and above USD\$ 1500

The nature and timing of any such recognition shall be at the instance or discretion of management.

19.0. SEPARATION

- i. A separation package of one month's (1) basic salary multiplied by the number of years served shall be administered in situations where the University wishes to disengage a staff.
- ii. The minimum number of years applicable shall be two (2) years after the period of probation and above of continuous service.
- iii. This does not apply in situations of end of contract, non-renewal of contract, dismissal, resignation or termination. It applies only to instances of announced voluntary, involuntary or mutual disengagement discussions.
- iv. In cases of separation, the University may announce (if voluntary) and write update; it may identify and engage in discussion with relevant staff which discussions shall not be deemed to be conclusive until both the University and the affected employee have signed a mutual disengagement form.
- v. Without prejudice to any discussions, it is for employees to note that acceptance of the contract of employment includes acceptance of these conditions of service.

20.0. STAFF WELFARE FUND

All Staff of the University are expected to participate in the Staff Welfare Scheme (known as the Central University Staff Welfare

Association) and will be bound under the rules and regulations of the scheme.

21.0. CERTIFICATE OF SERVICE

A certificate of service shall be issued by the University to a Senior Member, who retires from the service of the University, stating his length of service, his conduct and his general performance while on duty for the University.

22.0. COMPENSATION POLICY

Compensation at Central University will be guided by performance and affordability. The University endeavours to be competitive with its compensation regime. Compensation regime consists of a standard salary scale and related benefits. The compensation regime is tied to job grades as follows:

No.	Category	Rank
1	Senior Member (Faculty)	Assistant Lecturer to Professor
2	Senior Member (Administration)	Junior Assistant Registrar to Deputy Registrar
3	Senior Staff	Administrative Assistant to Chief Administrative Assistant
4	Junior Staff	Office Assistant to Chief Clerk

Executive positions have their own scales:

- Vice Chancellor
- Pro Vice Chancellor(s)
- Registrar

22.1. Notch Increment

Merit increment is by a single notch; it is only in exceptional cases that double increment may be recommended. Individuals who have not performed satisfactorily shall not earn any increments.

22.2. Allowances

The University has a range of allowances; these are:

a. Duty post allowances

- Responsibility allowance
- Entertainment allowance
- Security allowance
- Phone unit
- Refreshment
- Acting allowance for acting for more than four (4) weeks.

b. Other allowances

- General Professional allowance
- Fuel/transport allowance
- Rent allowance
- Vehicle maintenance allowance
- Book and equipment allowance payable to Senior Members for the purchase of books and relevant equipment
- Research allowance (Senior Members) to facilitate research.

c. A number of work related reimbursable allowances and payments are available. These include:

- Night subsistence allowance
- Mileage allowance
- Discretionary payment to support first time Faculty recruited from overseas for shipment of personal effects. Any such beneficiary must serve at least 2 years or be required to refund the amount in full.

d. Personal Loans and Advances

Central University is unable to offer loans to staff. Staff are encouraged to work with accredited financial institutions for relevant rent, car, funeral and other personal loans. However, to support staff in difficulty, the University may grant rent advance, which is need tested, at an interest rate of 5% based on availability of funds.

e. Discretionary Salary Advance

The University may offer salary advance up to 40% of basic salary to be recovered fully at the next payroll **payment**.

Criteria for selection for the facility noted in “d” and “e” above include:

- Length of service
- Level of need
- Confirmed status of staff
- No adverse query within the **year when the application is being made**.

22.3. Chaperon

Any Senior Member who has to shepherd or supervise students for a trip outside Ghana may be provided with living expenses of maximum of USD 80 day for a maximum of 14 days (including weekends).

It is presumed that such trips will have sponsorship from other sources. Where such support is not available, the University will not provide assistance beyond the provision stated in this paragraph.

Chaperon within Ghana shall be covered by the applicable per diem rates.

23.0. PERFORMANCE MANAGEMENT SYSTEM

- a. There shall be annual performance appraisal of all staff. The information collected will serve as a basis for salary administration, promotion, training and transfers and other staff development activities.
- b. The Annual Performance Review and Career Development Programme is based on the principles that:
 - There is the need for effective support for staff to achieve organisational objectives and increased job satisfaction by enhancing the performance of their duties in their current position and by preparing to move to higher positions.
 - Employee progression through the salary scale as well as job success will be dependent on annual performance review.
 - An integrated system of performance planning, management and review is one of the key factors in achieving the objectives of career development.
- c. The performance system has a scoring regime. The information therefrom shall be used in all cases of appointment reviews. For the avoidance of doubt, the following performance benchmarks shall be observed:
 - Confirmation of appointment, one should not score below 75 overall
 - Promotion not less than 75 overall
 - Renewal of contract not less than 70 overall
 - Extension of contract: not be below 70 overall
- d. The Deans and Heads of Department shall supply the performance assessment data from the preceding four (4) or five (5) years with specific reference to the total marks each year and comments from the various reports which comments shall be

incorporated into the Head of Department's report.
(Please see the detailed policy on the Performance Review for additional information)

24.0. DISCIPLINARY RULES, REGULATIONS AND PROCEDURES

These Disciplinary Rules shall apply to all staff of the University except where otherwise stated.

- i. The aim of these rules and procedures is to promote orderly employment relations as well as fairness and consistency in the treatment of individuals. It is to enable the University to influence the conduct of employees towards higher productivity and to deal with problems of poor performance, unproductive attitudes and poor attendance at work.
- ii. The rules set standards of conduct and performance at work and the procedures help ensure that the standards are adhered to and also provide a fair method of dealing with alleged failures and infractions.
- iii. Disciplinary action will be taken against any employee who conducts himself/herself in a way which is detrimental to the conduct of the University's business. The sanction that will be brought against an offending employee depends on the nature and seriousness of the offence.
- iv. To ensure fairness and uniformity and to serve as a guide to management and employees, as far as practicable, disciplinary action will be taken against employees in accordance with the list of offences stated in Schedule A, B, and C of this Conditions of Service/document and the relevant provisions of the University Statutes
- v. Before any disciplinary action is taken against an employee,

- he/she must have been given the opportunity to defend himself/herself either orally or in writing.
- vi. Where the matter could lead to the dismissal or termination of appointment of the employee, he/she shall be given the opportunity to appear before a disciplinary Committee.
 - vii. The University shall appoint a Disciplinary Committee to deal with cases as they arise. Membership of the Committee shall be made up as per the relevant provisions in this Administrative Conditions of Service/University Statute(s)
 - viii. The Disciplinary Committee shall investigate any disciplinary issue referred to it, come up with its findings and forward its recommendation to the Vice Chancellor who will then decide what appropriate action to take, based on the Committee's findings and recommendations.
 - ix. The Disciplinary Committee shall as far as practicable give adequate notice and opportunity for an employee to appear to state his side of the matter under investigation. An employee appearing before the committee shall have prior knowledge of the charges or allegations against him and shall have the right to call witnesses to support his case. He/she shall also have the opportunity to appear with a lawyer or friend. And he/she shall as far as possible be given opportunity to cross-examine persons who have made allegations against him/her.

Refusal by an employee to appear before the disciplinary committee shall not prevent the committee from making its findings and recommendations.

24.1. Schedule of Offences - A, B, C

A. Grounds for dismissal

- i. Theft, fraud and deliberate falsification of records and

drunkenness

- ii. Fighting whilst on University premises or whilst on duty
- iii. Disclosing information concerning internal arrangements or policy of the University to any person outside the University who is not authorized to receive such without prior approval from the Registrar.
- iv. Being under the influence of alcohol or narcotics or being in possession of illicit drugs during working hours
- v. Sexual harassment, bullying and/or harassment of non-sexual nature
- vi. Accepting a bribe, bribing or attempting to bribe University officials
- vii. Verifiable instance(s) of bringing the name of the University into disrepute
- viii. Misuse of University property or University name
- ix. Behaving negligently resulting in loss or damage to University equipment or property
- x. Riotous behaviour whether resulting in injury to University personnel or third parties, and damage of University property or not
- xi. Making derogatory remarks about an employee's medical condition, or discrimination against another employee on grounds of illness or medical condition without just cause
- xii. Applicable infractions in the conduct of admissions, teaching, examinations and student management
- xiii. Any act done by a staff, without reasonable cause which amounts to a failure to perform in a proper manner, any legitimate duty imposed on him/her or is otherwise prejudicial to the efficient conduct of the business of the University shall constitute grounds for dismissal.

B. Grounds for Termination

- i. Stealing property belonging to another employee
- ii. Refusal to carry out lawful and definite instructions without reasonable excuse
- iii. Gross insubordination
- iv. Possession of alcohol in the work place during working hours
- v. Failure to report to work without permission for a cumulative and/or consecutive period of ten (10) days within a calendar year
- vi. Telling lies to a Superior
- vii. Misuse of authority
- Viii. Verifiable loss of confidence by management in one's ability to satisfactorily discharge his/her duties as an employee
- ix. Negligence resulting in potential damage or loss to University equipment or property
- x. Operating University equipment without authorization
- xi. Spreading rumours or misinformation which has the potential to disrupt or disturb normal University/employee relations
- xii. Pursuing a full time course of study without approval from the Vice Chancellor
- xiii. Engaging in any full-time employment outside the University without the prior written approval of the Vice Chancellor
verbal discussions do not constitute approval. Such verbal understanding if any must be committed to a written request which shall be deemed granted only after a written approval signed by the Vice Chancellor.
- xiv. Applicable offences in the conduct of admissions, teaching, examinations and student management
- xv. Any other grounds recommended by a Disciplinary Committee and recognized by the University is sufficient.

C. Grounds for Warning

- i. Negligence of Duty
- ii. Insolence or use of abusive language
- iii. Reporting late to work
- iv. Leaving work and occasional absence without permission
- v. Not returning promptly to work after meal breaks
- vi. Any other offence not captured under these Section 23.1.

24.2 Applicable Sanctions

- i. When an employee commits an offence, the nature of the offence shall dictate the **sanction**.
- ii. If the offence falls into the categories outlined in Schedule A and B the matter shall be referred immediately to the Disciplinary Committee for a recommendation. In the event of an employee being found guilty of any of the offences listed in accordance with Schedule of Offences stated in **Schedule “A”**, he shall be summarily dismissed; **Schedule “B”** his/her employment **shall** be terminated.
- iii. Where an employee commits an offence, which falls in schedule C, the employee shall be given an oral or written warning.
All other offences may be sanctioned with suspension for a stated period without pay

24.3 Warning Procedure

- i. Where in the opinion of the employee's immediate superior, the circumstances of the offence committed is such as to require a written warning, the said warning shall be issued to the employee and a copy placed on employee's personal file at the Human Resource Directorate.
If the offending employee has received two previous warnings then on receipt of a third written warning his appointment shall be terminated.

24.4 Interdiction procedure

- i. If an employee is suspected to having committed an offence, which requires investigation, he/she may be interdicted on half-pay pending the outcome of the investigation or final disposal of the case.
- ii. If after the investigation, the employee is exonerated, he/she shall be paid the withheld half salary for the period of his interdiction.
- iii. An employee on interdiction shall not be allowed to participate in any activity relating to the University and shall not enter into any operational area or offices of the University without prior permission of his/her head of department.
- iv. Interdiction shall be for a maximum of six (6) months. If at the end of the six-month period, the committee is unable to finalize action to be taken, the employee shall not be recalled, remain interdicted for another six (6) months on one fourth (1/4) pay or shall be invited to enter mutual severance discussions.
- v. If, however after the first 6 months the matter is subject of a police investigation or is in court, then there shall be no recourse to the provisions of iv above. In that case the employee shall be suspended without pay till the matter is determined. If exonerated, all the withheld pay shall be paid.
- vi. In the event that an employee is found guilty after the investigation during the period of interdiction and if the offence warrants dismissal, he or she shall be made to refund all salary paid by deduction of his or her provident fund. In the event of termination no further sanction shall apply.

24.5. Termination

The University may terminate an employee's appointment by giving the required notice or cash in lieu of notice in line with the

relevant notice period as per the employee's employment contract. An employee may also terminate his/her appointment with the University by giving the required notice or cash in lieu of the required notice.

24.6. Summary Dismissal

In the event of an employee being found guilty of any of the offences listed in accordance with the Schedule of Offences stated in this Administrative Conditions of Service, the employee may be summarily dismissed.

24.7. The University is not obliged to provide any reason for termination, mutual severance or still disengagement. It is however, duty bound to discharge any such process through due process.

25.0. GRIEVANCES AND GRIEVANCE PROCEDURES

The procedure for dealing with grievances and disputes within the University shall be as follows:

- i. An aggrieved employee should always in the first instance report in writing his/her grievance to the Head of Department.
- ii. The Head of Department staff convene a meeting to investigate and analyze the grievance and to take appropriate action.
- iii. In the event of unsatisfactory resolution of the grievance at the level of the Head of Unit/Department, or in such cases where the grievance may be between a staff member and a Head of Unit/Department, the matter may be referred to the next superior officer, and ultimately to the Director Human Resource and then to the Registrar, who shall study the

situation and report to the Vice Chancellor for appropriate action.

25.1. Grievance Handling Procedure

- i. In this document, a grievance is a condition, which exists as a result of unsatisfactory adjustment or failure to adjust a claim or dispute by an employee or employees concerning the interpretation, scope or application of University rules, regulations and relations.
- ii. Should any grievance arise, an earnest effort shall be made to settle it as promptly and as close to the source as possible. Furthermore, all parties shall present all the facts relating to the grievance to the relevant superior officer as the first step in the grievance procedure.
- iii. In the event of a grievance, an employee shall take the matter up with his/her Head of Department. The oral decision of the Head of Department will be given within two (2) working days. If such decision does not result in the satisfactory solution, the matter may then be dealt with more formally under the grievance procedure, which are detailed step by step below:

25.2. Steps to grievance resolution

Step 1: Upon failure to settle the grievance with the Head of Department (refer to section 24.0.), the employee concerned shall put the grievance into writing and hand over to the Director Human Resource who shall give a written answer to the grievance within three (3) working days

Step II: If the matter is still unresolved, the Director Human Resource or his representative shall arrange a meeting between the employee concerned and the Head of Department and arrange an

amicable settlement. The decision of the Director Human Resource shall be given in writing within four (4) working days after the conclusion of the meeting.

Step III: If after step II above, the matter remains unresolved; the matter shall be referred to the Vice-Chancellor through the Registrar who shall constitute an ad-hoc grievance committee which may adopt appropriate means to help resolve the matter.

If the grievance is persistent and unresolved, a committee may be set up by the Vice Chancellor as provided in the Statutes (Sections 67,68) to investigate and recommend resolution or disciplinary measures if necessary.

The recommendations of the committee appointed by the Vice Chancellor shall be final to determine the case. Any aggrieved person shall, however, have the opportunity to appeal to the Vice Chancellor in line with the appeal procedure prescribed by the Administrative Conditions of Service or the Statute, and the subsequent decision of the Vice Chancellor following the appeal shall be final.

26.0. MISCELLANEOUS PROVISIONS

1. Appointment Dates:

The University uses two effective dates of appointment of new employees

- September 1 and
- February 1

These dates are timed to coincide with the start of each semester. The UAPC has power to vary these dates where necessary.

2. Work Location:

The university operates from various campuses and locations. An appointee shall be required to work from any of these locations without extra consideration. Where the appointment requires actual residential relocation, the university shall facilitate same. If the appointee refuses to relocate, he/she shall make their own arrangement for being present to perform their required duties on a daily basis as expected. Failure to do so will be interpreted as no longer interested in continuing their employment with the University and will therefore be terminated.

3. Promotion Dates:

Effective promotion dates shall be 1st March and 1st September depending on period of receipt of application.

Communication of Decisions of the University Appointment & Promotion Committee is reserved for the Director Human Resource.

4. Travel:

All employees seeking to travel outside the country must seek the Vice Chancellor's permission through their supervisors, the Registrar or Director Human Resource, four (4) weeks before each travel. Failure to do so may result in denial of permission and attract written warning.

27.0. APPEAL PROCEDURE

1. A person desirous of appealing a decision shall write to the Vice Chancellor stating the fact and attaching all relevant documentation relating to the case as set out in section 24 of these conditions.

2. The Vice Chancellor shall empanel an appeals board which shall be chaired by a Senior Member from the Faculty of Law and any two (2) others.
3. They shall determine their modus operandi and thereby hear the case.
4. They shall submit their report within four (4) weeks of receiving instruction from the Vice Chancellor.
5. The Vice Chancellor shall determine the case and uphold or deny the appeal based on the report. This determination by the Vice Chancellor shall be final.
6. Section B of this manual has detailed policy and procedure provisions which must be read. In this regard, and in regard to all the relevant documents and regulations of the University, ignorance is not an acceptable excuse.



SECTION B

POLICIES AND PROCEDURES

1.0 RENEWAL OF REGULAR CONTRACTS OF FACULTY MEMBERS

Objectives

This Policy is intended to ensure that faculties on contract appointments are renewed based on their scholarly and research outputs which are intended to contribute to academic knowledge and an enhanced teaching/learning at Central University.

Statement

The appointment of Professors and Associate Professors of the University and their equivalencies shall be on tenure. 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.

Other appointments for faculty positions shall be for a contract period of six (6) years in the first instance and are subject to renewal. But shorter terms of appointment of one or two year duration may be offered.

Procedure/Guidelines

To qualify for renewal of a regular contract:

- i. A faculty member shall apply to the Chairman (UAPC) through the Head of Department who then forwards it to the Dean together with comments. The Dean shall constitute a Faculty/School Appointments and Promotions Committee to discuss the application and thereafter submit a report together with the dossier to the University's Appointments and Promotions Committee.
- ii. The application together with recent CV (**per approved**

format, appendix 1), shall also include the following:

- Assessment from the Head of Department to be based on the following assessable areas:
 - o Teaching - to include students' assessment of teaching and possibly peer-review of teaching (from compliance and Quality Assurance Unit)
 - o Research publications
 - o Contributions to University's work
 - o **Mentor's report (first time appointment, appendix 1)**
 - o Annual Performance Evaluation
 - o **Compliance and Quality Assurance Evaluation report for the academic year**
 - o **Faculty interaction report (per approved format, appendix 1)**
- The above together with the assessment of the Dean shall be forwarded to the Director Human Resource for consideration by the UAPC.

iii. The application shall be submitted through the Head of Department at least six months before the expiration of the contract. The onus is on the **Faculty to initiate the process of renewal. Faculty will automatically be removed from the payroll if his/her contract is not renewed on due date. Staff will also be considered to have terminated his/her employment with the University if they fail to initiate renewal process as required.**

Guidelines

In addition to the above procedures, the following criteria shall also be used by the Appointments & Promotions Committee in considering the renewal of the contract:

1. Where applicant has a minimum of four (4) publications, renewal shall be for a period **of** at most six (6) years taking into consideration the retiring age of 65 years.
2. Where applicant has at least two (2) publications, renewal shall be for four (4) years
3. Where applicant has at least one (1) publications, renewal shall be for two (2) years
4. Where applicant has commenced PhD **after** two years of appointment and within six (6) years before expiry of contract but without any publication renewal shall be for four years (4) years.
5. Where applicant has at least one publication and has commenced PhD, renewal shall be for four (4) years.
6. Publications, should at all material times, refer to since the last renewal of appointment
7. In the absence of any publication during one's first term, renewal shall be for only two years within which time one **must** produce at least one publication.
8. Where an applicant fails to publish after first renewal of two (2) years, the Appointments and Promotions Committee may not renew the contract any longer on expiration.

2.0 RESEARCH, TRAINING AND DEVELOPMENT

a. Research and Conferences

Comprehensive Training and Development as well as Research and Conference policy documents are in place which include the following details:

The maximum amount payable for university sponsored International Training/Research Conference shall not exceed \$1,500. This facility may include the following (up to the limit

specified above)

- i. Per diem for not more than 5 days,
- ii. Accommodation for not more than \$500 and
- iii. Conference registration fee of not more than \$250.

The Finance Directorate shall arrange for flight and make payment for airfare that should cost not more than \$1000 within economy class. Limitations will be communicated to each Dean and Director by the Vice Chancellor as to the eligibility and number of their faculty/staff who could benefit from these facilities. Where the total cost of the conference or short term training exceeds USD\$ 1,500 the affected employee is expected to make good the difference.

b. Training and Development

- i. To qualify for full sponsorship to pursue a first degree programme within CU, the applicant should have served the University for 10 years or more; for 5 years but less than 10, half sponsorship may be granted. No such sponsorship would be extended to those who have served less than 5 yrs.
- ii. A beneficiary of study leave without pay shall be bonded for one year for every year of absence. A beneficiary of study leave with pay shall serve two (2) years for each year of leave.
- iii. The University would reimburse 15% of professional examination fees paid once at each stage for staff on self-sponsored professional certification programme. Repeat or re-sit exams will not be paid for.
- iv. Sponsorship for special Masters in the Sciences is limited to the following disciplines: Architecture, Physician Assistantship, Pharmaceutical Science and Nursing.
- v. Sponsorship granted for the entire duration for sponsored

special masters (post graduate research degree studies) for faculty in the sciences should be limited to study leave with pay plus \$3,000 that may be released in two instalments in the thesis year (this is not available for programmes less than 18months).

- vi. Beneficiary on a special Master's(post graduate degree studies) is required to serve a bond of three-years after completion of the program
- vii. Beneficiary of sponsorship who was still at post while enjoying the sponsorship is required to return to serve the University for at least three (3) years after studies. A beneficiary who is away from the University while they enjoy the sponsorship shall be required to serve six (6) years on return.
- viii. Beneficiary on any leave of absence or sponsorship who does not return to serve the university shall pay back the total amount. The University shall use all of his/her Provident Fund plus the University's portion of the Provident Fund to recover all the amount spent on him/her in addition to salaries paid. Where this is insufficient to retire the full obligation of the beneficiary, the University shall use all available legal, etc, means to obtain total refund.
- ix. Given that Professional allowances are paid to all senior members, attendance at professional conferences, CPD events and membership fees shall not be financed or sponsored by the University
- x. All Training and Development as well as Research and Conference related applications should be routed to the relevant committees for consideration and approval through Dean/Director Human Resource for appropriate tabling at said committees; one month prior to the scheduled meeting.

- xi. As much as possible, no administrative approval shall be granted. Such administrative approval is discretionary and exercisable by the Vice-Chancellor only on the recommendation of the Pro Vice-Chancellor (Academic) who chairs the Research and Conference and Training and Development Committees.

(Please refer to policies on Training and Development and Research and Conferences for details)

3.0. SEXUAL HARASSMENT

Sexual Harassment is defined as a continuum from unwanted sexual advances to rape. Any non-consensual sexual conduct is an offence under this policy. Sexual harassment accordingly includes, but is not limited to the following:

- i. Verbal, physical, written, or pictorial communication relating to gender or sex which has the purpose or effect of unreasonable interference with an individual's performance or which creates a hostile, offensive, or intimidating atmosphere for the recipient. Physical sexual harassment shall include where people are touched, pinched, patted, pecked or even kissed without their consent or physically assaulted or raped.
- ii. Unwelcome and irrelevant comments, references gestures or other forms of personal attention which are inappropriate to the academic, employment, or residential setting for example, the classroom, hostel or office-and which may reasonably be perceived as sexual overtures or denigration.
- iii. A request for sexual favours when submission to, or rejection of such a request might reasonably be viewed as a basis for evaluative decisions affecting an individual's future.

- iv. Abuses of power relations such that individuals receive unfair treatment based on gender or sexuality.
- v. Threat or coercion of sexual relations; sexual contact which is not freely agreed to by both parties, including rape.

3.1. Policy Statement

- i Central University is committed to a working and learning environment that is free of discrimination or intimidation. It abhors any of the activities spelt out above and shall take steps to ensure that they do not occur. Any form of intimidation, abuse or harassment based on gender is contrary to the ideals of the University and jeopardizes the integrity of the University community. All students, staff, visitors, contractors and persons acting on behalf of the University shall respect the rights of others.
- ii Individuals shall be held personally accountable for their actions and behaviour in the event of complaints of sexual harassment against them.
- iii The University shall follow the procedure outlined below in dealing with complaints and appeals against decisions in connection with complaints.
- iv All Heads of Section, Department, Deans and Deputy Registrars shall report complaints or any observation they may have made which they believe constitute sexual harassment to the Director of Human Resources for further action.

3.2. Sexual Harassment Committee

The Vice Chancellor shall set up as appropriate a Sexual Harassment Committee to deal with matters in this area. The provisions of Schedule VII of the Statutes shall apply.

Procedure for Redress in Matters of Sexual Harassment

- i Any student or employee, who perceives herself/himself to have been sexually harassed or to have been subjected to retaliation following a sexual harassment incident, shall refer to the detailed sexual harassment policy in the **Statutes**, Student Handbook or **relevant document** as appropriate.
- ii Any employee found to be in violation of the policy on sexual harassment, including student employees if the circumstances warrant, **shall** be subject to corrective action, up to and including dismissal, under applicable University policies and **national laws**.

4.0. LEAVE

4.1. Vacation Leave

- i. Senior Members are entitled to thirty (30) working days leave per year to be taken within the academic year (September to August) but in the case of faculty, mostly during vacations (June to August),
- ii. Senior Staff are entitled to twenty-five (25) working days.
- iii. Junior Staff twenty (20) working days to be taken at a date agreed between the staff and management.
- iv. No leave can be earned in a year in which a Faculty Member/Staff takes sabbatical/study leave/leave of absence.
- v. Leave may not be deferred or accumulated except by written approval of the Vice Chancellor.
- vi. Closed season period, shall be announced by the University during the June-August period and December Christmas break. During this time staff are required to take their leave.
- vii. Staff who have exhausted their leave for the year will have to come to work during the closed season period.
- viii. Days-off/permission/short breaks/non-statutory holidays

- enjoyed shall count against earned leave.
- ix. Proportionate leave shall be granted to new employees only after six (6) months service.
 - x. The leave year shall be the same as the academic year.
 - xi. As far as possible, earned leave shall be granted at a time convenient to both 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 defer the leave subject to written approval by Vice Chancellor.
 - xii. An employee who intends to travel outside the country while on leave shall seek the permission of the Vice Chancellor for such travel and shall leave his contact address.
 - xiii. Vacation leave may be interrupted if the exigencies of the service demand that an employee returns to work before the end of his leave. The remaining portion of his/her leave shall be taken at a later date convenient to the University and the employee.
 - xiv. When statutory public holidays fall during the period of leave, additional leave days equal to the number of such holidays shall be granted.
 - xv. While administrative staff may proceed on leave in accordance with an approved leave roster, within the academic period (September to August) all teaching staff shall take their annual leave within the period June-August every academic year (i.e. during the long vacation).
 - Xvi. Staff must complete leave forms signed by their superior and submit same to the HR Directorate before proceeding on leave.

4.2. Casual Leave

After exhausting his/her annual leave, an employee shall be

granted, on application, casual leave not exceeding **three (3)** working days within a leave year to enable him/her to attend to urgent personal affairs. Such casual leave may be granted in one or more spells but not exceeding **three (3)** working days within a leave year. Any request for longer casual leave shall be without pay.

4.3. Compassionate Leave

An employee may be granted special leave with pay, on compassionate grounds, for a period not exceeding three working days in the event of the death of an immediate relation (in this case one's parents, spouse and children).

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

4.4. Sick Leave

Sick leave covers only the health of the staff and not wards/dependents. Subject to presentation of medical certificate from a qualified medical officer an employee may be granted sick leave.

Any document excusing staff from work on medical grounds should be submitted to the Human Resource Directorate through the Head of Department within 48 hours of receipt or notification. Any breach of this provision will attract appropriate disciplinary sanction.

Should an employee be absent on account of illness such absence shall be justified by a Medical Certificate from any of the University's Accredited Medical Institutions. However, the Registrar, reserves the right to have the employee re-examined by

a medical practitioner nominated by the University.

4.5. Study Leave with Pay

- i. Staff wishing to pursue further studies leading to Doctorate Degree may apply for study leave with pay for up to three years.
- ii. In order to qualify for study leave with pay:
 - The employee must have served the University for at least two (2) years.
 - For one year's study leave, the employee concerned is required to return to the service of the University for at least two academic years.
 - For two years training study leave, four years' service should be rendered immediately after the leave.
 - Three years study leave attracts 6 years' service immediately after the leave.
 - For durations above three years, the applicant will be required to serve two years for each additional year granted.
 - Application for study leave is not in any way an endorsement of the study programme nor does it imply automatic approval.
 - Staff granted study leave to pursue course of study overseas will have to fulfil all teaching obligations until it is certain that travelling arrangements are fully completed.
 - 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, under the guidance of the Human Resource Directorate (which is subject to annual review) shall be prepared by each School/Faculty and Directorate

- for all academic and administrative staff to complement individual self-development initiatives.
- Deans and Directors are required to assess the training needs and create a schedule to guide study leave requests.
- iii. 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.
- iv. An application for study leave shall include:
- letter of admission,
 - statement of programme of study,
 - cost estimate,
 - duration of programme and
 - other relevant information, including declaration of monetary value of any award of fellowships he or she shall receive during the period from sources outside the University.
- v. No study leave shall be granted within two (2) years of recruitment or within three years of return from sabbatical leave.
- vi. Under normal circumstances, no application for extension of study leave shall be entertained.
- vii. A member of staff granted study leave shall continue to receive all benefits except duty and post related allowances such as fuel, vehicle maintainace, transport and responsibility, etc.
- viii. A member of staff granted study leave shall be under bond to return to the service of the University subject to general conditions spelt out by the Training and Development policy.
- ix. 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.
- x. 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

4.6. Application for Extension of Study Leave with Pay

In very exceptional circumstances, where an employee on study leave cannot complete the course in the period of the study leave granted, he or she may apply for an extension of study leave. The employee concerned should apply for extension at least three months' before expiry of current leave. The application should state:

- i. the work that has been carried out so far,
- ii. what remains to be completed and
- iii. the time within which the remainder of the project is expected to be finished.
- iv. Confirmatory letter from the Head of Department and/or Supervisor at the place of study.

Extension of leave with pay is at the University's discretion and may or may not be granted. Where financial challenges dictate, 50% of salary may be payable.

4.7. Study Leave without Pay

Study leave without pay may be applied for only one academic year. Extension of leave without pay is at the University discretion. Such staff would only be allowed re-entry subject to availability of a vacancy.

4.8. Study without University's Involvement

- i. Where a staff is pursuing a study of any kind up to an award of a

first degree, second degree, PhD or a professional certification on a part time basis/online/weekend/evenings without the University's involvement, he/she shall notify the University for approval of such a study.

- ii. Where he/she does not notify the University, he may be refused recognition of his or her certificate(s) of the study and shall receive a warning letter. This is to ensure that such an educational pursuit does not affect staff commitment, productivity and efficient running of the Unit or Department.
- iii. It will be an offence for a staff to pursue a full time course of study at any level without approval from the University.

4.9.Leave of Absence (Without Pay)

Eligibility

Confirmed full time staff in regular employment are eligible to apply for leave of absence. All such leave is without pay and as such staff will be taken off payroll completely and will not enjoy any other benefits enjoyed by regular staff.

Staff may apply for one year leave of absence and may be granted subject to the exigencies of a department.

- i In exceptional cases leave may be extended for another year so that the total period of leave shall not exceed a continuous period of two years.
- ii Where an employee requests and is granted a of leave of absence, his/her return to the service of the University will depend on availability of vacancy in the person Unit or Department.
- iii If in the judgment of the Vice Chancellor, granting the leave of absence or its extension is not in the best interest of the University, it shall be denied.

- iv A Senior Member on leave of absence shall be required to return to the service of the University for at least a period equivalent to the duration of the leave.
- v A Senior Member who does not return to the service of the University after the leave shall be deemed to have vacated his/her post and shall forfeit the employer's portion of the Provident Fund and all accrued interest.
- vi Period of leave of absence without pay shall not be included in the calculation of terminal benefits.

4.10. Sabbatical Leave (Academic Senior Member only)

- 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 benefits of employees.
- ii. A two-year Sabbatical leave with pay may be granted after ten (10) years' continuous service without study leave; grantee shall be required to return to the service of the University for at least three (3) academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating 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.
- v. Application for sabbatical leave shall be made at least one (1)

full semester before one commences the leave. Such applications should have been fully discussed with the Head of Department and Dean in the semester prior to the actual application. The Dean is to confirm such discussion as part of the recommendation for the leave. Applications received after the period stipulated shall not be considered. This is to ensure effective manpower planning and replacement without disturbing teaching and learning.

- vi. Retired Faculty and those on post-retirement are not eligible for sabbatical leave.
- vii. Sabbatical leave applies to only Academic Senior Members.

4.11. Maternity Leave

- i. A female employee who gets pregnant shall be entitled to a maternity leave of three months.
- ii. A female employee shall be granted leave when she produces a certificate from a registered medical officer or registered midwife, stating her period of confinement. She may be granted additional periods of maternity leave either before or after confinement on presenting a certificate from a recognized medical officer to the effect that she is unfit for work, due to her pregnancy/delivery. This shall be subject to ill health conditions of section A, 9.3.
- iii. If a female employee has to take maternity leave during the period of probation, her probation will be extended by the period of such leave.
- iv. A female employee, on returning to duty after maternity leave may be given the opportunity to close at 3.00 p.m. daily for three (3) months after resumption of work. Unit/Head of Department are to monitor this and report at the end of period to

- the Human Resource Directorate to avoid abuse.
- v. All Medical services covering pregnancy and delivery enjoyed by female staff shall not exceed the allocation for in-patient entitlement.
 - vi. Any excess shall be charged to the employee's salary. This applies to female employees and wives of male employees.

4.12. Notification of Return from Leave

Employees returning from any type of leave shall notify the Director Human Resource of their return immediately they resume duty in writing with copy to their Unit Head/Dean/Director. This is to ensure early reinstatement of all withheld allowances.

5.0. RENEWAL OF CONTRACT FOR ACADEMIC DEANS

5.1. Policy Objective

The policy spells out the procedure for the renewal of contracts for Deans, and seeks to ensure clarity of responsibilities in the application process. Deans are eligible to be re-appointed per Section 32 (9) of the University Statutes.

5.2. Policy Statement

Deans who have served their first term of office may be eligible for a second term on application.

5.3. Guidelines

- i. Renewal of appointment shall be subject to approval by the Governing Council, based on recommendations by the University's Appointments and Promotions Committee.
- ii. Renewal shall be for a period of three years for Deans of professorial status, and two years for Deans of non-professorial status.

- iii. Re-appointment for a third term of office shall not be granted, unless at least two years have elapsed from the date the applicant held that office.
- iv. Renewal shall be based on:
 - a. Targets fulfilled by the applicant in the University's strategic plan;
 - b. Targets fulfilled in the applicant's original vision statement, and;
 - c. Any other factors considered relevant by the UAPC.

5.4. Procedure for renewal of contract

- i A Dean seeking to have his/her contract renewed shall apply to the Vice-Chancellor through the Pro Vice-Chancellor (Academic), six months before the expiration of the contract. The application dossier shall include an application letter, a recent CV, a vision statement, and a statement of accomplishments during the first term of office as Dean.
- ii The Vice Chancellor shall constitute a committee to review the application.
- iii As part of their procedures, the Review Committee may interview the applicant, as well as others within the applicant's Faculty/School, who may comment on relevant aspects of the applicant's work.
- iv The report by the Review Committee shall be submitted to the Vice-Chancellor who shall forward it to the University's Appointments and Promotions Committee.
- v The University's Appointments and Promotions Committee shall interact with the applicant, and submit their recommendation to Council.
- vi The applicant shall be notified of the outcome of the application within 14 days of Council's decision.

6.0. PROMOTION TO THE GRADE OF DEPUTY REGISTRAR

6.1. Policy Objective

- i The purpose of this policy is to clarify the qualifying conditions and procedures for promotion to the grade of Deputy Registrar.
- ii Promotion to the grade of Deputy Registrar shall be considered solely on the basis of availability of a vacancy in the Directorate/establishment, performance and finally on the interview outcome.
- iii No administrative “Director” of a Directorate shall be appointed who has not first been promoted to the grade of Deputy Registrar.
- iv The grade of Deputy Registrar is tenured, but any functional appointment held subsequent, is by contract.

6.2. Policy Statement

Senior Assistant Registrars who have duly served a minimum of six (6) years on the grade may be eligible for promotion to the grade of Deputy Registrar subject to availability of vacancy in the establishment. Promotion could be either

- i. Vertical - specifically in one's own operational area or
- ii. Lateral that is into a cognate Directorate or function where one's competency would be needed.

6.3. Guidelines

- i Promotion shall be by application in response to an internal announcement of the vacancy within a Directorate or laterally into a cognate Directorate in response to a declared vacancy in the establishment.
- ii Senior Assistant Registrars who have served a minimum of six

- (6) years may be eligible to apply for consideration first to the Deputy Registrar's grade. A candidate who is successful on promotion to Deputy Registrar may then apply for the position and headship as Director of the Directorate.
- iii There shall be only one Deputy Registrar's grade in any particular Directorate and until that position is declared vacant no appointment or promotion will be made.
 - iv Applicants must achieve, at least, above average rating in all assessable areas, and a total rating of 70 based on four years performance assessment records.
 - v Applicants must have made significant contributions to the operations of the Directorate in particular and to the University in general by way of developing policies, proposals, programmes and other professional/operational papers to enhance the operations of the University.
 - vi The number of such policy papers, etc. should not be less than six (6) since last promotion to the grade of Senior Assistant Registrar. The applicant's entire dossier shall be externally reviewed.
 - vii Appointment to Director (Deputy Registrar) shall be for a contract period of four (4) years and renewable thereafter following due process.

6.4. Appointment as Director

Eligibility of applicants **for** Director's position shall be based on the following criteria:

- a. Exceptional performance with an "above average" rating in all assessable areas
- b. Submission of a four (4) year vision statement for the Directorate
- c. Evidence of six (6) original proposal, policy, programmes,

- papers, etc. since last promotion that had been adopted by the University and applied successfully after being assessed.
- d. Any other factors considered relevant by the Review Committee
 - e. Prior promotion as Deputy Registrar
 - f. Promotion shall be by the University's Appointments and Promotions Committee on the recommendations by the Administrative Appointments and Promotions Committee

6.5. Procedure for Promotion

- i. A Senior Assistant Registrar who wishes to be considered for promotion to the grade of Deputy Registrar in the administrative category shall apply to the Vice Chancellor through his immediate supervisor.
- ii The application dossier shall include:
 - An application letter
 - A recent C.V.
 - A vision statement
 - Statement of accomplishments during the period as a Senior Assistant Registrar
 - A performance assessment and recommendation from his or her immediate superior (continuous four (4) years average score not below 70)
 - Evidence of a minimum of six (6) policies, proposal or any professional paper advancing/enhancing the work of Central University.
 - The Vice Chancellor shall forward the dossier to the Registrar
 - The Registrar shall constitute a Review Committee of Deputy Registrars to look at the application.
 - As part of the procedures the Review Committee may interview the applicant as well as others within the

applicants Directorate/cognate Directorate who may comment on relevant aspects of the applicants work.

- iii. A performance assessment and recommendation from applicants immediate supervisor
- iv. The report of the Review Committee of Deputy Registrars shall be submitted to the Vice Chancellor who shall in consultation with the Director (H.R.) and Registrar identify external reviewers. Two such references will be identified, sent the full dossier and given twelve weeks within which to assess and report on the eligibility of the candidate for promotion to Deputy Registrar. The report shall be received by the Director (H.R.)who shall forward it to the University's Appointments and Promotions Committee (UAPC)
- v. The UAPC shall have further interaction with the applicant where necessary and make their recommendations to the University Council.
- vi. The applicant shall be notified of the outcome of the application within fourteen (14) days of Council's decision.

7.0. RENEWAL OF CONTRACT FOR DEPUTY REGISTRAR WHO HOLDS A DIRECTORSHIP POSITION

7.1. Policy Objective

Deputy Registrars who have duly served their first term of office may be eligible for renewal upon application.

7.2. Guidelines

Deputy Registrars who have duly served their first term of office may be eligible for renewal upon application.

- i. Renewal of appointment shall be subject to approval by the University Appointments and Promotions Committee (UAPC) based on the recommendations of the Administrative Appointments and Promotions Committee (AAPC).
- ii. Renewal shall be for a period of four (4) years or less as may be determined by the University Appointments and Promotions Committee (UAPC).
- iii. Further appointment shall not be granted unless two years have elapsed since he/she last held such a role.
- iv. Renewal shall be based on:
 - Targets fulfilled by the applicant in the University' strategic plan;
 - Targets fulfilled in the applicant's original vision statement, and;
 - Any other factors considered relevant by the Review Committee

7.3. Procedure for renewal of contract

- i A Deputy Registrar seeking to have his/her contract renewed shall apply to the Vice Chancellor through the Registrar six months before the expiration of the contract. The application dossier shall include an application letter, a recent CV, a vision statement and a statement of accomplishments during the period as a Deputy Registrar.
- ii The Vice Chancellor shall constitute a committee of Deputy Registrars to review the application.
- iii As part of their procedures, the Review Committee may interview the applicant, as well as others within the applicant's Directorate/Department or Unit, who may comment on relevant aspects of the applicant's work.
- iv The report by the Committee of Deputy Registrars shall be

submitted to the Vice Chancellor who shall forward it to the University's Appointments and Promotions Committee (UAPC).

- v The Appointments and Promotions Committee shall conduct an interview and make a final decision on the application.
- vi The applicant shall be notified of the outcome of the application 14 days of the University's Appointments and Promotions Committee's (UAPC) decisions.

8.0. “ACTING”IN ANOTHER CAPACITY / IN-CHARGE/ INTERIM OFFICER

8.1. Policy Objective

- i To allow for necessary administrative oversight mechanisms and ensure that positions which are vacant due to natural attrition, authorized absence or otherwise are immediately filled to avoid a vacuum.
- ii To ensure continuity and operational stability so that there is no interruption of work in the University that may compromise efficiency and effectiveness.
- iii To fill functional gaps as part of staff development efforts.
- iv As a step towards implementation or streamlining succession planning within the University, especially where two (2) or more employees within the same school/faculty/directorate/department or unit are suitable candidates for higher office.
- v Only Senior Members will be appointed to Acting/In-Charge roles.
- vi All Acting/In-Charge appointments are made by the Vice Chancellor.

8.2. Policy Statement

The University regards the opportunity to act in any role as an important growth and development process. An appointment made for an acting/in-charge capacity will not automatically result in a permanent appointment to the position.

8.3 Definitions

The following terms shall apply

- i. In-Charge where a senior member holds a position that is of a grade higher than his or her current grade. Tenor: 6 months 3 years
- ii. Acting where a senior member holds a position that is of a grade equivalent to or lower than his or her current grade. Tenor: 6 months 3 years
- iii. Interim where a senior member holds any position deemed by the Vice Chancellor to be for a temporary but indeterminate nature and where neither nomenclatures in i or ii above are applicable. Tenor: not more than 2 years

8.4 Appointment Procedure

- i. When an urgent vacancy or need arises through whatever means or by whatever exigency, the next superior officer shall raise the matter with the Director (HR); Registrar or Pro Vice Chancellor (Academic) as the case may warrant.
- ii. Appropriate consultations will be made and one or more potential candidates identified.
- iii. Relevant officers identifying candidates shall take into account competence, previous willingness to serve, developmental and succession opportunities, operational need and the University's best interest.
- iv. The Director (HR), Registrar or Pro Vice Chancellor

(Academic) as appropriate shall send the proposed candidate(s) CV along with the details of the job schedule and a cover justification memo to Vice Chancellor.

- v. The Vice Chancellor shall appoint based on his discretion or such terms as deemed fit within the broad guidelines of various University provisions.

8.5. Terms

- i. The duration of an acting period would be indicated on the appointment letter either by a date or by reference to a specific action, such as the filling of a vacancy or the return of the incumbent.

No compensation would be paid if the duration is three weeks or less.

- ii. Employees appointed in Acting, In-Charge or Interim capacities shall be compensated using any of the following as appropriate:

- a. 20-30% of one's current basic salary as Acting, In-charge or Interim Allowance.
- b. A flat fixed sum determined by management taking the task to be performed into consideration.
- c. Difference between one's current salary and the first notch of the pay level for the grade in which the job sits.
- d. In the event that a person is made to act for more than 3 months before it is formalized, the number of months in the role multiplied by the option (a, b or c) shall apply.

- iii. To qualify for payment of Acting, In-Charge, or Interim Officer allowance one should have been

- Officially appointed to the role
- He or she should have carried out the role for a period not less than 15 work days.

9.0. SPONSORSHIP FOR STAFF/DEPENDENTS

The University may Sponsor Staff and their dependents (biological, or legally adopted wards) on programmes available at Central University. Such sponsorship is only available at the undergraduate level:

Staff:

1. At any one time, not more than, four (4) junior staff of the University who are offered admission to pursue programmes offered by the University may be granted sponsorship for their study.
2. Such employees should be enrolled in the Weekend programmes of the University.
3. To be eligible for full tuition/sponsorship, an employee must have worked continuously for the University for at least ten (10) years.
4. To be eligible for half tuition, an employee must have worked continuously for the University for at least five (5) years but less than ten (10) years.
5. No such sponsorship would be extended to those who have served less than five (5) years.
6. The sponsorship is available on first come, first approved basis.
7. Sponsorship is not available to staff who already have first or second degree whether or not the degree was pursued at Central University.

Dependent (ward):

- 9.1. In the case of dependants (biological, or legally adopted wards), the following policies apply:
 1. Sponsorship is limited to only two (2) wards in total but

- shall apply only one at any time.
2. The staff seeking sponsorship for his or her dependant biological, or legally adopted wards) must have worked for at least six (6) years.
 3. Sponsorship is not available to wards who already have first degrees whether or not the first degree was pursued at Central University.

9.1. Additional Provisions

1. All staff seeking to pursue programmes in institutions other than Central University are required to officially notify the Vice Chancellor and obtain approval before commencement of their programmes.
Without such notification and approval, their certificates will not be recognised upon completion and they shall be subject to written warning.
2. Staff members pursuing graduate programmes offered by the University are informed that the University does not provide sponsorship for the study of programmes leading to the award of Master's Degree (except as stated in section B, 2.0 (iv) of the policy and procedure)
3. In addition, obtaining a higher degree is not an automatic guarantee of promotion in the University.
4. It is an offence to pursue a full time programme of study (undergraduate/postgraduate/PhD) without approval from the University.

10.0. WORK LOCATION

The university may require an employee to work at any of its locations. Should such a requirement involve geographic transfer, appropriate transfer arrangements and onetime transfer allowance

of one (1) month basic salary (only) shall be paid.

11.0 TEACHING LOAD

All faculty are required to carry twelve (12) credits as teaching load per semester making twenty-four (24) per year. Head of Departments carry nine (9); Deans carry six (6) credits.

Extra teaching load payment shall be made on an arranged basis if the faculty member exceeds his/her load and will be calculated on an annual basis.

No faculty shall be an internal adjunct. All additional teaching load shall be on the basis of extra teaching.