



# **CRITERIA FOR APPOINTMENTS AND PROMOTIONS OF SENIOR MEMBERS**

**UNIVERSITY OF CAPE COAST**



**Volume 59, No. 3**

## AMENDMENTS/CORRIGENDUM

The Governing Council, at its 111<sup>th</sup> Meeting held on Thursday, 10<sup>th</sup> February, 2022 ratified a decision of the Appointments and Promotions Board to change the commencement date to 1<sup>st</sup> February, 2022.

Similarly, an omission that occurred at the point of publication of the document as well an ambiguity detected later in the document have necessitated corrections/clarifications. The document has subsequently been amended by:

- 1. Clarification and disambiguation of paragraphs 6.10 and 6.18 by deletion of the parenthetical phrase “accessed by external assessors”;**

*6.10. Applications not processed after six months shall be reconsidered by the Provost.*

*6.18. Applications that exceed six months shall be brought to the attention of the Vice-Chancellor. The Directorate of Human Resource shall formally communicate the outcome of the consideration of the delayed applications and decisions thereof to the applicant.*

- 2. Insertion of the clause “ (c) possess a PhD in a related field” under paragraph 9.28 of 9E on promotion within the Faculty of Law;**

### ***9E. FACULTY OF LAW***

*9.28. Promotion from the rank of Senior Lecturer to Associate Professor*

*9.28.1. A candidate seeking promotion to the rank of Associate Professor must satisfy the following conditions:*

- a. have been engaged in university teaching, research and community service as a Senior Lecturer for at least four years;*
- b. satisfy the requirements under 9.27 above;*
- c. possess a PhD in related area; and*
- d. have at least seven refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer.*

**3. Substitution of the commencement date, “1<sup>st</sup> August, 2021” with “1<sup>st</sup> February, 2022 in part 3, paragraph 33 and revision thereof:**

***PART 3: COMMENCEMENT***

*33. This document, having been approved by Council, shall be deemed to have come into force on the 1<sup>st</sup> day of February, 2022.*

*10<sup>th</sup> February, 2022*

UNIVERSITY OF CAPE COAST



# GAZETTE

PUBLISHED BY AUTHORITY

## CRITERIA FOR APPOINTMENTS AND PROMOTIONS OF SENIOR MEMBERS

2021

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# **PART 1**

## **SENIOR MEMBERS (TEACHING)**

### **1. GENERAL PROVISIONS FOR APPOINTMENTS**

#### **1.1. Procedure for Full-Time Appointments**

- 1.1.1.** All fresh full-time appointments shall be by interview.
- 1.1.2.** A candidate seeking appointment to teaching positions must obtain and complete in quadruplicate, the University's Application for Appointment form from the Registrar. The following documents must accompany the completed forms:
- (a) Transcripts of academic qualifications and photocopy of certificates.
  - (b) Detailed, updated curriculum vitae.
  - (c) At least two recent passport-sized photographs.
  - (d) Names of at least three referees one of whom should have known the candidate as a student.
- 1.1.3.** On receipt of the completed forms by the Directorate of Human Resource, the following procedure shall apply:
- (a) The Directorate of Human Resource must verify and authenticate the publications, documentation(s) and certificates of the applicant.
  - (b) The Director of Human Resource shall forward the forms to the appropriate Head of Department after satisfying himself/herself that all relevant documents have been provided by the applicant.
- 1.1.4.** The application shall be considered by the Department, Faculty/School and College Appointments and Promotions Committees made up of academic staff, not below the rank being sought. The Departmental Appointments and Promotions Committee shall have interaction with the applicant in the first

instance within two weeks to verify the qualification, content, as well as the relevance of the applicant's expertise to the achievement of the objective of the Department. The report of the Departmental Committee shall be duly signed by members and forwarded to the Dean.

- 1.1.5.** On receipt of the report from the Head of Department, the Dean shall refer the report, together with all the specified documents including at least two referees' reports on the candidate, to the Faculty/School Appointments and Promotions Committee for consideration.
- 1.1.6.** The Faculty/School Appointments and Promotions Committee shall forward its report duly signed by eligible members to the College Appointments and Promotions Committee for further consideration.
- 1.1.7.** The College Appointments and Promotions Committee shall forward its comments and recommendations on the applicant to the Directorate of Human Resource.
- 1.1.8.** On receipt of the College Appointments and Promotion Committee's report (including professorial ranks), the Directorate of Human Resource shall present the candidate, together with all reports on him/her, to the University Appointments and Promotions Board for interview.
- 1.1.9.** The decision of the Appointments and Promotions Board shall be communicated to the candidate.
- 1.1.10.** In all cases, the publications should be passed by external assessors. Provisions on the maximum number of papers as well as sole/lead/corresponding author and number of papers in indexed journals also apply in all cases. The applicant, if successful at the interview, shall be temporarily appointed to the next lower rank and his/her publications sent for assessment. If



the assessment is positive, the appointment shall be regularised to the rank being sought. If negative, the applicant remains on the lower rank.

## **2. QUALIFICATIONS FOR APPOINTMENTS**

### **2.1. Assistant Lecturer/ Assistant Research Fellow**

**2.1.1.** In special cases, a candidate with M.Phil, or research based MBA/MPA or any equivalent qualification may be considered. A candidate appointed under such conditions must take steps to obtain a Ph.D. at least six years after appointment before he/she may be considered for upgrading to the next higher rank of Lecturer. Candidates who fail to move to the next rank will not be eligible to apply for renewal of contract appointment.

### **2.2. Junior Assistant Librarian**

**2.2.1.** A candidate seeking appointment as Junior Assistant Librarian must possess M.Phil. (Information Studies, Librarianship, Information Science, Information Management) or any equivalent qualification. A candidate appointed under such conditions must take steps to obtain a Ph.D. at least six years after appointment before he/she may be considered for upgrading to the next higher rank of Assistant Librarian. Candidates who fail to move to the next rank will not be eligible to apply for renewal of contract appointment.

## **2.3. Age Limit for Appointment**

**2.3.1.** The age limit for fresh appointment as Assistant Lecturer/Assistant Research Fellow/Junior Assistant Librarian for those without Ph.D. is 45 years except applicants who are already staff of the University.

## **2.4. Lecturer/ Research Fellow**

**2.4.1.** A candidate seeking appointment as Lecturer/Research Fellow must possess a Ph.D. in the relevant field of specialisation. Evidence of publication and research experience would be an advantage.

## **2.5. Assistant Librarian**

**2.5.1.** A candidate seeking an appointment as Assistant Librarian must:

- (a) possess Ph.D. (Information Studies, Librarianship, Information Science, and Information Management) or any equivalent qualification; and
- (b) have post-qualification experience preferably in an analogous institution of higher learning and evidence of publication would be an advantage.

## **2.6. Senior Lecturer/ Senior Research Fellow**

**2.6.1.** A candidate seeking appointment as Senior Lecturer/Senior Research Fellow must:

- a) satisfy the academic qualifications specified for Lecturer under 2.4 above;
- b) have at least four years post-qualification teaching/research experience in an analogous institution of higher learning; and

- c) have at least five refereed publications in his/her area of specialisation for the rank of Senior Lecturer and eight publications in the case of a Senior Research Fellow.

## **2.7. Senior Assistant Librarian**

**2.7.1.** A candidate seeking appointment as Senior Assistant Librarian must:

- a) satisfy the academic qualifications specified under 2.5 above;
- b) have at least four years post-qualification experience in an analogous institution of higher learning; and
- c) have at least five refereed publications in Information Studies/Librarianship/ Information Science.

## **2.8. Associate Professor/Deputy Librarian**

**2.8.1.** A candidate seeking appointment as Associate Professor/Deputy Librarian must:

- (a) satisfy the academic qualifications specified for Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian;
- (b) have taught in an analogous institution of higher learning for a minimum of four years as Senior Lecturer or worked as Senior Assistant Librarian for a minimum of four years in a university or analogous institution in the case of a Deputy Librarian;
- (c) have at least seven refereed publications since his/her appointment as Senior Lecturer/Senior Assistant Librarian or must have a total of 12 refereed publications since appointment as Lecturer/Assistant Librarian and 11 or a total of 13 publications in the case of Research Fellow; and
- (d) Produce evidence of any other research/professional activity.

**2.8.2.** The appointment shall be by tenure.

## **2.9 Professor/Librarian**

2.9.1 For appointment to the rank of Professor/Librarian, a candidate must:

- a) satisfy the academic qualifications specified for the rank of Associate Professor/Deputy Librarian;
- b) have taught for a minimum of two years as Associate Professor or have a considerable number of years of teaching/ research experience in a university or a comparable institution. In the case of a Librarian, the candidate must have worked for a minimum of two years in a university or analogous institution as Deputy Librarian; and
- c) have at least eight refereed publications since his/her last appointment as an Associate Professor/Deputy Librarian or must have a total of 20 refereed publications. An Associate Professor who is a Research Fellow is required to submit at least 12 refereed publications since appointment as Associate Professor or a total of 31 refereed publications.

2.9.2. The appointment shall be by tenure.

## **2A. SCHOOL OF MEDICAL SCIENCES (MEDICAL DOCTOR)**

### **2.10. Assistant Lecturer**

**2.10.1.** A candidate seeking appointment as Assistant Lecturer must:

- a) possess (MBChB) qualification;
- b) have completed his/her housemanship and with licensure; and
- c) be a registered member of the Ghana Medical and Dental Council.

### **2.11. Lecturer**

**2.11.1.** A candidate seeking appointment as Lecturer must possess:

- a) MGCP qualification (to be placed on point one (1) on the salary level); or
- b) Fellowship qualification i.e. FWACS, FGCPs, FWACP, etc. (to be placed on point three (3) on the salary level); **or**
- c) a Ph.D. in a related field.

**2.11.2.** In all cases above, the applicant must be a registered member of the Ghana Medical & Dental Council.

### **2.12. Senior Lecturer**

**2.12.1.** A candidate seeking appointment as Senior Lecturer must:

- a) satisfy the academic qualifications specified for lectureship appointment under 2.11 above;
- b) have served for a minimum of four (4) years as Lecturer in a university or analogous institution; and

- c) have a minimum of 5 refereed publications.

**OR**

- d) possess Fellowship qualification;
- e) have at least two (2) years post Fellowship qualification teaching experience in a university or analogous institution; and
- f) have at least five (5) refereed publications in his/her area of specialisation.

**OR**

- g) possess a Ph.D. in a related field after Membership qualification;
- h) have at least two (2) years post Ph.D. qualification teaching experience; and
- i) have at least five (5) refereed publications in his/her area of specialisation.

## **2.13. Associate Professor**

- 2.13.1.** A candidate seeking appointment as Associate Professor must:
- a) satisfy the academic qualifications specified for Senior Lecturer under 2.12 above;
  - b) possess a Ph.D. or Fellowship in the relevant area;
  - c) have at least seven (7) refereed publications since his appointment as Senior Lecturer; and
  - d) have taught for a minimum of four (4) years as a Senior Lecturer in a University or an analogous institution.

## **2.14. Professor**

- 2.14.1.** For an appointment to the rank of Professor, a candidate must:
- a) satisfy the academic qualifications specified for the rank of Associate Professor under 2.13 above; however, a Ph.D. is required for appointment to this rank;
  - b) have taught for a minimum of two (2) years as Associate Professor or have a considerable number of years of teaching/research experience in a university or comparable institution; and
  - c) have at least eight refereed publications since his/her appointment as an Associate Professor or have at least twenty (20) refereed publications.

## **2B. SCHOOL OF ALLIED HEALTH SCIENCES (OPTOMETRISTS)**

### **2.15. Assistant Lecturer**

- 2.15.1.** A candidate seeking appointment as Assistant Lecturer must:
- a) possess OD qualification;
  - b) have completed his/her internship and with licensure;
  - c) have post-licensure clinical or research experience;
  - d) be a registered member of the Optometry Council of Ghana or its Regulatory Council.

## **2.16. Lecturer**

**2.16.1.** A candidate seeking appointment as Lecturer must:

- a) possess Specialist qualification (to be placed on point one (1) on the salary level); **OR**
- b) possess Fellowship qualification (to be placed on point three (3) on the salary level); **OR**
- c) possess a Ph.D. in a related field;

In all cases, be a registered member of the Optometry Council of Ghana or its Regulatory Council.

## **2.17. Senior Lecturer**

**2.17.1.** A candidate seeking appointment as Senior Lecturer must:

- a) satisfy academic qualifications specified for lectureship appointment under 2.16 above;
- b) have served for a minimum of four (4) years as a Lecturer in a university or analogous institution;
- c) have Fellowship qualification plus a minimum of five (5) refereed publications.

**OR**

- d) possess Fellowship qualification;
- e) have at least 2 years post Fellowship teaching experience in a university or analogous institution; and
- f) have at least 5 refereed publications in his/her area of specialisation.

**OR**



- g) possess Ph.D. in a related field after Membership qualification;
- h) have at least 2 years post Ph.D. qualification teaching experience in a university or analogous institution; and
- i) have at least 5 refereed publications in his/her area of specialisation.

## **2.18. Associate Professor**

**2.18.1.** A candidate seeking appointment as Associate Professor must:

- a) satisfy the academic qualifications specified for Senior Lecturer under 2.17 above;
- b) possess a Ph.D. in a related field;
- c) have at least seven (7) refereed publications since his appointment as Senior Lecturer or 12 refereed publications since appointment as Lecturer; and
- d) have taught for a minimum of four (4) years as a Senior Lecturer in a university or analogous institution.

## **2.19. Professor**

**2.19.1.** For an appointment to the rank of Professor, a candidate must:

- a) satisfy the academic qualifications specified for the rank of Associate Professor under 2.18 above; however, a Ph.D. is required for appointment to this rank;
  
- b) have taught for a minimum of two (2) years as Associate Professor or have a considerable number of years of teaching/research experience in a university or analogous institution;
  
- c) have at least eight (8) refereed publications since his/her appointment as an Associate Professor or must have a total of twenty (20) refereed publications.

## **2C. SCHOOL OF NURSING AND MIDWIFERY (NURSES)**

### **2.20. Assistant Lecturer**

20.1. A candidate seeking appointment as Assistant Lecturer must:

- a) Possess M.Phil/M.Sc .qualification; and
  
- b) have completed his/her internship.

### **2.21. Lecturer**

**2.21.1.** A candidate seeking appointment as Lecturer must:

- a) possess Membership (NMCG) qualification (to be placed on point one (1) on the salary level);

**OR**

- b) have Fellowship qualification (to be placed on point three (3) on the salary level);

**OR**

- c) possess a Ph.D. in a related field of study.

## **2.22. Senior Lecturer**

**2.22.1.** A candidate seeking appointment as Senior Lecturer must:

- a) satisfy academic qualifications specified for lectureship appointment under 2.21 above;
- b) have served for a minimum of four (4) years; and
- c) have Fellowship qualification plus a minimum of five (5) refereed publications;

**OR**

- d) possess Fellowship qualification;
- e) have at least two (2) years post Fellowship teaching experience;
- f) have at least 5 refereed publications in his/her area of specialisation;

**OR**

- g) possess a Ph.D. in a related field after Membership qualification;
- h) have at least 2 years post Ph.D. qualification teaching experience; and
- i) have at least 5 refereed publications in his/her area of specialisation.

## **2.23. Associate Professor**

**2.23.1.** A candidate seeking appointment as Associate Professor must:

- a) satisfy the academic qualifications specified for Senior Lecturer under 2.22 above;
- b) possess a Ph.D. in a related field of study;
- c) have at least seven (7) referred publications since appointment as Senior Lecturer. The publications must be passed by external assessors or a total of twelve (12) publications since appointment as Lecturer; and
- d) have taught for a minimum of four (4) years as a Senior Lecturer in a university or analogous institution.

## **2.24. Professor**

**2.24.1.** For an appointment to the rank of Professor, a candidate must:

- a) satisfy the academic qualifications specified for the rank of Associate Professor under 2.23 above; however, a Ph.D. is required for appointment to this rank;
- b) have taught for a minimum of two (2) years as Associate Professor or have a considerable number of years of teaching/research experience in a university or comparable institution;
- c) have at least eight refereed publications since his/her appointment as an Associate Professor or must have a total of twenty (20) refereed publications;

## **2D. SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES (PHARMACISTS)**

### **2.25. Assistant Lecturer**

**2.25.1.** A candidate seeking appointment as Assistant Lecturer must:

- a) possess Doctor of Pharmacy qualification; and
- b) have completed his/her internship and with Residency qualification.

### **2.26. Lecturer**

**2.26.1.** A candidate seeking appointment as Lecturer must:

- a) possess Membership (MGCPh) qualification (to be placed on point one (1) on the salary level) or Fellowship (FGCPh) qualification (to be placed on point three (3) on the salary level);  
or
- b) possess a Ph.D. in a related field of study.

### **2.27. Senior Lecturer**

**2.27.1.** A candidate seeking appointment as Senior Lecturer must:

- a) satisfy academic qualifications specified for lectureship appointment under 2.26 above;
- b) have served for a minimum of four (4) years as a Lecturer in a university or analogous institution; and
- c) have Fellowship qualification plus a minimum of five (5) refereed publications;

**OR**

- d) possess Fellowship qualification;

- e) have at least two (2) years post Fellowship teaching experience;  
and
- f) have at least five (5) refereed publications in his/her area of specialisation;

**OR**

- g) possess a Ph.D. in a related field after Membership qualification;
- h) have at least two (2) years post Ph.D. qualification experience;  
and
- i) have at least five (5) refereed publications in his/her area of specialisation.

## **2.28. Associate Professor**

- 2.28.1.** A candidate seeking appointment as Associate Professor must:
- a) satisfy the academic qualifications specified for Senior Lecturer under 2.27 above;
  - b) possess a Ph.D. in the relevant area;
  - c) have at least seven refereed publications since his appointment as Senior Lecturer or twelve (12) refereed publications since appointment as Lecturer; and
  - d) have taught for a minimum of four (4) years in a university or analogous institution.

## **2.29. Professor**

- 2.29.1.** For appointment to the rank of Professor, a candidate must:
- a) satisfy the academic qualifications specified for the rank of Associate Professor under 2.28 above; however, a Ph.D. is required for appointment to this rank;
  - b) have taught for a minimum of two (2) years as Associate Professor or have a considerable number of years of teaching/research experience in a university or comparable institution; and
  - c) have at least eight refereed publications since his/her appointment as an Associate Professor or must have a total of twenty (20) refereed publications.

## **2E FACULTY OF LAW**

### **2.30. Assistant Lecturer**

**2.30.1.** A candidate seeking appointment as Assistant Lecturer must:

- a) possess Master of Laws Degree;
- b) have two years post qualification at the Ghana Bar or in a relevant position; and
- c) be a registered member of a related professional body and in good standing.

### **2.31. Lecturer**

**2.31.1.** A candidate seeking appointment as Lecturer must:

- a) possess Master of Laws degree;
- b) have five (5) years post qualification at the Ghana Bar or in a relevant position;
- c) be a registered member and in good standing of a related professional Law body;

**OR**

- d) possess a Ph.D. in Law or law related area; and
- e) be a registered member and in good standing of a related professional Law body.



## **2.32. Senior Lecturer**

**2.32.1.** A candidate seeking appointment as Senior Lecturer must:

- a) possess a Ph.D. qualification in Law or law related area;
- b) have served for a minimum of four (4) years as a Lecturer in a university or analogous institution; and
- c) have a minimum of five (5) refereed publications in his/her area of specialisation.

## **2.33. Associate Professor**

**2.33.1.** A candidate seeking appointment as Associate Professor must:

- a) satisfy the academic qualifications specified for Senior Lecturer under 2.32.
- b) have taught for a minimum of four (4) years in a university or analogous institution as a Senior Lecturer
- c) have at least seven (7) refereed publications in his/her area of specialisation since his/her appointment as Senior Lecturer or must have a total of 12 refereed publications since appointment as Lecturer.

2.33.2 The appointment shall be by tenure.

## **2.34. Professor**

**2.34.1.** For appointment to the rank of Professor, a candidate must:

- a) satisfy the academic qualifications specified for the rank of Associate Professor under 2.33 above; however, a Ph.D. is required for appointment to this rank;

- b) have taught for a minimum of two (2) years as Associate Professor or have considerable number of years of teaching/ research experience in a university or analogous institution; and
- c) have at least eight refereed publications in his/her area of specialisation since his/her appointment as an Associate Professor or must have a total of twenty (20) refereed publications.

**2.34.2.** The appointment shall be by tenure.

### **3. PROBATION PERIOD**

**3.1.** All newly appointed persons without university teaching experience shall serve a probation period of not less than one year.

#### **3.2. Mentorship**

**3.2.1.** If the Appointment and Promotions Board approves an application, the appointee may be assigned a Mentor for the period of his/her probation.

### **4. CONFIRMATION OF APPOINTMENTS**

**4.1.** All appointments on probation (other than temporary appointments) shall be subject to confirmation at the end of the probation period.

#### **4.2. Procedure for Confirmation of Appointment**

**4.2.1.** At the end of the probation period, the appointee's Mentor shall submit a report in accordance with the approved guidelines for reporting on appointees on probation to the Head of Department.

- 4.2.2.** On receipt of the Mentor's report, the Head of Department shall attach his/her completed confidential assessment form on the appointee and submit same to the Dean of Faculty/School.
- 4.2.3.** The Dean shall forward the two reports for consideration by the Faculty /School Appointments and Promotions Committee.
- 4.2.4.** The Faculty Appointments and Promotions Committee shall submit its report to the Provost for consideration by the College Appointments and Promotions Committee.
- 4.2.5.** The College Appointments and Promotions Committee shall forward its report and recommendations to the Directorate of Human Resource.
- 4.2.6.** On receipt of the College Appointments and Promotions Committee's report, the Director of Human Resource shall ensure that the report is in order before preparing same for consideration by the Appointments and Promotions Board.
- 4.2.7.** If the report(s) is/are found to be unsatisfactory, the period of probation may be extended for up to one academic year.
- 4.2.8.** If the reports are satisfactory, the decision of the Appointments and Promotions Board shall include confirmation of the appointment for up to the first six years, with effect from the date of appointment, to mark the end of the appointee's first contract appointment.
- 4.2.9.** The decision of the Appointments and Promotions Board shall be communicated to the appointee.

## **5. RENEWAL OF CONTRACT APPOINTMENTS**

**5.1.** All non-tenure appointments are subject to renewal at the end of an existing contract period.

### **5.2. Procedure for Renewal of Contract Appointment**

At least six months to the end of his/her existing contract, the appointee should apply in writing, indicating his/her intention to renew the contract or otherwise.

The following contract periods shall apply in relation to publications:

- a) Without any publication during the contract period, the contract shall be renewed for two years.
- b) With one publication during the contract period, the contract shall be renewed for four years.
- c) With two or more publications during the contract period, the contract shall be renewed for six years.

**5.3.** Any application under 5.2 shall specify the number of years for which the appointee intends the contract to be renewed, (e.g. 2,4 or 6 years);

**5.4.** The applicant must indicate the publications in his/her updated curriculum vitae and also attach copies to the application.

## **5.5. Mode of Application for Renewal of Contracts**

- 5.5.1.** An appointee seeking renewal of his/her contract appointment, shall submit his/her application addressed to the Chairman, Appointments and Promotions Board through the Head, Dean and Provost.
- 5.5.2.** A candidate seeking renewal of post-retirement contract must, in addition, obtain and complete the Performance Indicators Form for Renewal of Post-Retirement Contract from the Directorate of Human Resource. The form must be completed by the Head of Department concerned with his/her comment.
- 5.5.3.** Applications for renewal of post-retirement contracts shall be assessed on the criteria below, which shall be subject to periodic review:
- a) Postgraduate courses taught
  - b) Undergraduate courses taught
  - c) Masters students being supervised
  - d) Masters students graduated
  - e) Doctoral students being supervised
  - f) Doctoral students graduated
  - g) Contribution to revision or development of postgraduate programmes/courses
  - h) Junior academics being mentored
  - i) Presentations at seminars/workshop for graduate students, staff, general academic and public
  - j) Grants/projects attracted to the University
  - k) General contribution to the University
- 5.5.4.** The Head of Department, on receipt of the application, shall attach his/her report on the appointee and submit same for consideration by the Department Appointments and Promotions Committee.

- 5.5.5** If the Department Appointments and Promotions Committee finds the report satisfactory, the Head of Department shall refer same to the Dean of Faculty/School.
- 5.5.6** On receipt of the application together with the Department Appointments and Promotions Committee's report, the Dean shall refer same for consideration by the Faculty/School Appointments and Promotions Committee.
- 5.5.7** The Faculty/School Appointments and Promotions Committee, after its consideration, shall submit its report, duly signed by only eligible members, to the Provost to be considered by the College Appointments and Promotions Committee and their recommendations forwarded to the Directorate of Human Resource.
- 5.5.8** On receipt of the College Appointments and Promotion Committee's report, the Director of Human Resource shall ensure that the report is in order before preparing same for consideration by the Appointments and Promotions Board.
- 5.5.9** The Appointments and Promotions Board shall communicate its decisions to the applicant subject to ratification by the University Council in the case of Post-Retirement Contract Appointment.

## **6. GENERAL PROVISIONS FOR PROMOTIONS**

- 6.1.** Candidates applying for promotion should obtain application forms from the Registrar's office or at the UCC website.
- 6.2.** Completed application forms, including requisite supporting documents such as updated curriculum vitae, list of publications/articles, together with their hard/soft copies (as the case may be), should be submitted to the Head of Department three (3) weeks before the scheduled Departmental, School/Faculty and College Appointments and Promotions Committee Meetings.

- 6.3.** Candidates applying for promotion shall have a Google Scholar profile with a verified email linked to the University of Cape Coast address, presence on the UCC website, and any other relevant database.
- 6.4.** Research publications tendered in for promotion should have the University of Cape Coast as one of the institutional affiliations of the candidate unless such research publications were produced prior to the candidate's appointment by the University of Cape Coast.
- 6.5.** The Head of Department shall, after initial consideration by the Department Appointments and Promotions Committee, forward the application to the Dean of the Faculty/School for consideration. The duration for consideration and submission to the Dean shall not exceed two weeks after consideration of the application to the next level. Any delay should be explained in writing to the Dean.
- 6.6.** The Dean of Faculty/School shall constitute the Faculty/School Appointments and Promotions Committee to consider the application and their recommendation shall be sent to the College Appointments and Promotions Committee for consideration. The duration for consideration and submission to the Provost shall not exceed three weeks after consideration of the application. Any delay should be explained in writing to the Provost.
- 6.7.** The College Appointments and Promotions Committee shall consider the application, together with supporting documents, and in the case of promotion to a Senior Lecturer, send the documents for external assessment. The duration for consideration and submission to external assessors shall not exceed one month after consideration of the application.

- 6.8.** The Dean of the Faculty/School, in consultation with the Head of Department, shall nominate five (5) external assessors for consideration and approval by the Provost.
- 6.9.** Following receipt of external assessors' reports, the College Appointments and Promotions Committee shall document its recommendations, and together with the reports submit them to the Directorate of Human Resource. The Directorate of Human Resource shall ensure that the reports and recommendations are complete and submit same to the Chairman of the Appointments and Promotions Board. The duration for this activity shall not exceed two weeks upon receipt of the external assessors' reports.
- 6.10.** Applications not processed (accessed by external assessors) after six (6) months shall be reconsidered by the Provost.
- 6.11.** The Provost shall provide formal communication within every two (2) months on the status of the application to the applicant.
- 6.12.** In the case of applications to the rank of Associate Professor, the College Appointments and Promotions Committee shall send its recommendations to the Directorate of Human Resource within one month of receipt of application from the School/Faculty.
- 6.13.** The Provost in consultation with the Dean and Head of Department shall nominate five (5) external assessors to the Directorate of Human Resource for consideration and approval by the Vice-Chancellor.
- 6.14.** In the case of applications to the rank of Professor, the Provost shall constitute a Committee of Professors in the College. The consideration of the application shall occur within one month of receipt of application from the Faculty/School after which the decision shall be forwarded through the Provost to the Directorate of Human Resource. Any delay should be explained in writing to the Vice-Chancellor.



- 6.15.** The Professors in the specific College, in consultation with the Provost of the College, Dean of the School/Faculty, and Head of Department as the case may be shall nominate five (5) external assessors for the consideration and approval by the Vice-Chancellor. The Vice-Chancellor shall consider the nominations for the Director of the Directorate of Human Resource to forward to external assessors within two (2) weeks of receipt.
- 6.16.** The Directorate of Human Resource shall provide formal communication on the status of the application to the applicant every two (2) months.
- 6.17.** The final decision of the Appointments and Promotions Board shall be communicated to the applicant at the end of the process. For Professorial rank, approval shall be sought from the University Council.
- 6.18.** Applications that exceed six months (accessed by external assessors) shall be brought to the attention of the Vice-Chancellor for reconsideration. The Director of the Directorate of Human Resource shall formally communicate the outcome of the consideration of the delayed applications and decisions thereof to the applicant.
- 6.19.** Duty bearers (Heads, Deans, and Provosts) shall only superintend over applications that are not above their rank. In the event where the rank being sought is higher than the rank of the duty bearer, the application shall be processed by the appropriate duty bearer who has an equivalent or higher rank. In case of applications to Professor, the Provost shall submit the application to the Committee of Professors in the College for consideration. However, the Head of Department shall fill the appraisal form and the applicant shall have access to the assessment report. The time limit for corrections and resubmission should be within one month after which the application will be treated as a fresh

application following feedback from any of the levels of the committee.

## **7. ASSESSMENT PROCEDURE**

- 7.1.** All research publications shall be assessed, both internally and externally. The internal checks shall be used initially to assess the quality of outlets (publishers and journals) that host the publications.
- 7.2.** Heads of Department, Deans of Faculty/School or Provosts of College may engage internal assessors to perform this function and report to their respective Appointments and Promotions Committees.
- 7.3.** The internal assessment shall be conducted by a senior colleague whose specialty is in the same or similar area as the applicant.
- 7.4.** Outcomes of an internal assessment shall not be used to terminate the application. They shall solely be used for advisory purposes, which at the discretion of the applicant, may lead to revisions. Otherwise, the original application pack shall be processed for further consideration.
- 7.5.** The duration of the internal assessment shall not exceed two weeks on receipt of the application by the Head or Dean or Provost of the applicant as the case may be.
- 7.6.** All research publications submitted in support of a promotion shall be externally assessed.
- 7.7.** The External Assessor is defined as an academic who is/was not a member of the University of Cape Coast, and who is unknown/not related (familial/ professional relationship) to the applicant.

- 7.8.** The engagement of External Assessor(s) is subject to their availability and willingness to undertake the assessment.
- 7.9.** Teaching and service to the community shall be assessed internally and collated by Head of Department/ Dean/ Provost/ Chairman, Committee of College of Professors as the case may be.
- 7.10.** Research Fellows would be assessed in teaching and supervision. In the assessment of applications for promotion of Research Fellows however, emphasis shall be placed on their involvement in institutes, centres, schools, and directorates' research output.
- 7.11.** The University Appointments and Promotions Board has the sole mandate to terminate an application process and report same to the University Council. The termination may only arise on a recommendation from the College that the applicant did not satisfy the teaching and service to community conditions.

## **8. COMPUTATION AND COMPILATION OF ASSESSMENT**

- 8.1.** Research publications shall be assessed separately from the Teaching /Departmental Research Output and community service.
- 8.2.** Teaching/Departmental Research Output and community service shall be assessed internally based on approved criteria. A candidate shall require a minimum score of 50% in each of the categories (Teaching/Departmental Research Output and community service) to pass the internal assessment before his/her papers are submitted for external assessment.
- 8.3.** For research publication submitted, an applicant should have an average score of 70% or above in all papers submitted and obtain a grade B (70%) or better in the minimum number of papers required for promotion to the rank being sought.

- 8.4.** External Assessors shall review and quantify their assessment of papers in percentages such as 50%, 70%, 80%, etc., and give corresponding letter grades. For the purposes of assessment of research publications for promotion of academic senior members the following equivalences and their interpretations shall be used:

**Table 1: Scoring and Interpretation of Assessed Papers**

No.	Numeric Score	Letter Grade	Interpretation
1	$\geq 80$	A	Excellent
2	70 - 79	B	Good
3	$< 70$	C	Fail

- 8.5.** Provosts, Deans, and Heads, as the case may be, shall use the approved framework to guide the award of marks for teaching or Departmental Research Output and community service. The assessment shall be done for the period under review.

## **9. PROMOTION CRITERIA**

### **9.1 Teaching/Research Experience**

- a) From Assistant Lecturer to Senior Lecturer – minimum of five (5) years Teaching/Research experience, including one (1) year post Ph.D. qualification. An Assistant Lecturer should be upgraded to Lecturer before they can apply for promotion to the rank of Senior Lecturer. Research Fellows who are senior members fall in this category.
- b) From Lecturer/Research Fellow to Senior Lecturer/ Senior Research Fellow – minimum of four (4) years of Teaching/ Research experience.

- c) From Senior Lecturer/Senior Research Fellow to Associate Professor – a minimum of four (4) years of Teaching/Research experience.
- d) From Associate Professor to Professor – a minimum of two (2) years of Teaching/Research experience.
- e) In all cases, teaching experience does not include the period of Full-time studies, post-doctoral studies (non-locally trained), sabbatical leave (non-research & non-teaching), leave of absence and Secondment. However, evidence of formal engagement as a graduate assistantship shall count towards teaching experience. An appointment letter should be used as evidence of being a graduate assistant from the institution concerned.

## **9.2. Promotion from the rank of Assistant Lecturer/Assistant Research Fellow/Junior Assistant Librarian to Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian**

- 9.2.1. A candidate who started as Assistant Lecturer/Assistant Research Fellow seeking promotion to the rank of Senior Lecturer must:
- a) possess a Ph.D. in the relevant field of specialisation and must have been upgraded to the rank of Lecturer/Research Fellow;
  - b) have at least five (5) years teaching/research experience in the University with at least one (1) year being post Ph.D. qualification teaching/ research experience; and
  - c) have at least six (6) or nine (9) refereed research publications in a relevant area of specialisation since appointment as Assistant Lecturer or Assistant Research Fellow respectively.

### **9.3. Promotion from the rank of Lecturer/ Research Fellow/ Assistant Librarian to Senior Lecturer/ Senior Research Fellow/Senior Assistant Librarian**

9.3.1. A candidate seeking promotion to the rank of Senior Lecturer or analogous rank must:

- a) have been engaged in university teaching, research, and community service as a Lecturer for at least four (4) years; and
- b) have at least five (5) or eight (8) refereed research publications in a relevant area of specialisation as Lecturer or Research Fellow respectively.

### **9.4. Promotion from the rank of Senior Lecturer/Senior Assistant Librarian to Associate Professor/Deputy Librarian**

9.4.1. A candidate seeking promotion to the rank of Associate Professor/ Deputy Librarian must:

- a) in the case of Associate Professor,
  - i. have been engaged in university teaching, research, and community service as a Senior Lecturer/ Senior Research Fellow for at least four (4) years;
  - ii. have seven (7) or eleven (11) refereed research publications in a relevant area of specialisation since the date of submission of application for promotion to the rank of Senior Lecturer or Senior Research Fellow, respectively;
  - iii. have four (4) or seven (7), respectively for candidates on lecturer and researcher or research fellow tracks, of the research publications submitted for the current promotion published in indexed (Web of Science, Scopus, Science Citation Index, Arts and Humanities Citation Index, Social Sciences Citation Index) journals as well as MEDLINE, AJOL, DRIC Indexed Journals or

any other relevant database that is accepted and reviewed from time to time.

- b) in the case of the Deputy Librarian,
  - i. have served as Senior Assistant Librarian for at least four (4) years in a Library of the University;
  - ii. have at least seven (7) refereed research publications since the date of submission of application for promotion to the rank of Senior Assistant Librarian; and
  - iii. have four (4) of the refereed research publications submitted for the current promotion published in indexed (Web of Science, Scopus, Science Citation Index, Arts and Humanities Citation Index, Social Sciences Citation Index) journals as well as MEDLINE, AJOL, DRIC Indexed Journals or any other relevant database that is accepted and reviewed from time to time.

## **9.5. Promotion from the rank of Associate Professor to Professor**

**9.5.1.** Candidates seeking promotion to the rank of Professor must:

- a) have been an Associate Professor for at least two (2) years;
- b) have eight (8) or twelve (12) refereed research publications in a relevant area of specialisation since the date of submission of application for promotion to the rank of Associate Professor (teaching) or Associate Professor (Research Fellow) respectively;
- c) have five (5) or eight (8) - respectively for candidates on Lecturer and Researcher or Research Fellow ranks - of the research publications submitted for the current promotion published in indexed (Web of Science, Scopus, Science Citation Index, Arts and Humanities Citation Index, Social

Sciences Citation Index) journals as well as MEDLINE, AJOL, DRIC Indexed Journals, or any other relevant database that is accepted and reviewed from time to time; and

- d) have engaged in graduate supervision, advising, and development of post-graduate programmes either within or outside the University.

## **9A. SCHOOL OF MEDICAL SCIENCES (MEDICAL DOCTORS)**

### **9.6. Upgrade from the rank of Assistant Lecturer to Lecturer**

**9.6.1.** An Assistant Lecturer seeking an upgrade to the rank of Lecturer must:

- a) Possess a Ph.D. qualification in a related field.

**OR**

- b) Have obtained Membership (MGCP) qualification.

### **9.7. Promotion from Assistant Lecturer to Senior Lecturer**

**9.7.1** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have taught for five (5) years since appointment as Assistant Lecturer of which at least one (1) year must be after Ph.D. or Fellowship qualification; and
- b) have a minimum of six (6) refereed publications.

### **9.8. Promotion from the rank of Lecturer to Senior Lecturer**

**9.8.1.** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have been engaged in university teaching, research, and community service as Lecturer for at least four years;



- b) have obtained a Fellowship qualification or a Ph.D. in a related field;
- c) have at least five (5) refereed publications in his/her area of specialisation.

**OR**

- d) possess Fellowship qualification;
- e) have engaged in university teaching, research, and community service as Lecturer for at least four (4) years; and
- f) have at least five (5) refereed publications in his/her area of specialisation.

## **9.9. Promotion from the rank of Senior Lecturer to Associate Professor**

**9.9.1.** A candidate seeking promotion to the rank of Associate Professor must:

- a) have been engaged in university teaching, research, and community service as Senior Lecturer for at least four years;
- b) have a Ph.D. in a related field;
- c) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer;

**OR**

- d) possess a Fellowship qualification;
- e) have engaged in university teaching, research, and community service as Senior Lecturer for at least four years; and
- f) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer;

## **9.10. Promotion from the rank of Associate Professor to Professor**

9.10.1. A candidate seeking promotion to the rank of Professor must:

- a) have been an Associate Professor for at least two years;
- b) possess Ph.D. in the relevant area;
- c) have at least twenty (20) refereed publications, eight (8) of which must have been published since the date of submission of application for the promotion to the rank of Associate Professor.

## **9B SCHOOL OF ALLIED HEALTH SCIENCES (OPTOMETRISTS)**

### **9.11. Upgrade from the rank of Assistant Lecturer to Lecturer**

9.11.1. An Assistant Lecturer seeking an upgrade to the rank of Lecturer must:

- e) have a Ph.D. qualification in Optometry or Vision Science;  
**OR**
- f) have obtained Membership (Specialist) qualification.

### **9.12. Promotion from the rank of Assistant Lecturer to Senior Lecturer**

9.12.1. A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have taught for five (5) years since appointment as Assistant Lecturer of which at least one (1) year must be after Ph.D. or Fellowship qualification; and
- b) have a minimum of six (6) refereed publications.

### **9.13. Promotion from the rank of Lecturer to Senior Lecturer**

9.13.1. A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have engaged in university teaching, research, and community service as a Lecturer for at least four years;
- b) have Fellowship qualification or a Ph.D. in Optometry or Vision Science; and
- c) have at least five (5) refereed in his/her area of specialisation;

**OR**

- d) possess Fellowship qualification;

- e) have engaged in university teaching, research, and community service as Lecturer for at least two (2) years; and
- f) have at least five (5) refereed publications in his/her area of specialisation.

**9.14. Promotion from the rank of Senior Lecturer to Associate Professor**

**9.14.1.** A candidate seeking promotion to the rank of Associate Professor must:

- a) have engaged in university teaching, research, and community service as Senior Lecturer for at least four (4) years;
- b) satisfy all the conditions stated under 9.13 above;
- c) possess a Ph.D. in a related field;
- d) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer;

**OR**

- e) possess a Fellowship qualification;
- f) have engaged in university teaching, research, and community service as Senior Lecturer for at least four years; and
- g) have at least seven (7) refereed publications to his/her credit after since the date of submission of application for promotion to the rank of Senior Lecturer.

**9.15. Promotion from the rank of Associate Professor to Professor**

**9.15.1.** A candidate seeking promotion to the rank of Professor must:

- a) have been an Associate Professor for at least two (2) years; and
- b) have at least twenty (20) refereed publications, eight (8) of which must have been published since the date of submission of application for promotion to the rank of Associate Professor.

## **9C. SCHOOL OF NURSING AND MIDWIFERY (NURSES)**

### **9.16. Upgrade from the rank of Assistant Lecturer to Lecturer**

**9.16.1.** An Assistant Lecturer seeking an upgrade to the rank of Lecturer must:

- a) have a Ph.D. in a related field;

**OR**

- b) have obtained Membership qualification (NMCG).

### **9.17. Promotion from the rank of Assistant Lecturer to Senior Lecturer**

**9.17.1.** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have taught for five (5) years since appointment as Assistant Lecturer of which at least one (1) year must be after Ph.D. or Fellowship qualification; and
- b) have a minimum of six (6) refereed publications.

### **9.18. Promotion from the rank of Lecturer to Senior Lecturer**

**9.18.1.** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have engaged in university teaching, research, and community service as Lecturer for at least four (4) years;

- b) have obtained Fellowship qualification or obtained a Ph.D. in a related field of study;
- c) have at least five (5) refereed publications in his/her area of specialisation;

**OR**

- d) possess Fellowship qualification;
- e) have engaged in university teaching, research, and community service as Lecturer for at least two (2) years; and
- f) have at least five (5) refereed publications in his/her area of specialisation.

**9.19. Promotion from the rank of Senior Lecturer to Associate Professor**

**9.19.1.** A candidate seeking promotion to the rank of Associate Professor must:

- a) have engaged in university teaching, research, and community service as Senior Lecturer for at least four (4) years. Satisfy all the conditions stated 9.18 above;
- b) possess a Ph.D. in a related field;
- c) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer.

**OR**

- d) possess a Fellowship qualification;
- e) have engaged in university teaching, research, and community service as Senior Lecturer for at least four years; and

- f) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer.

## **9.20. Promotion from the rank of Associate Professor to Professor**

**9.20.1.** A candidate seeking promotion to the rank of Professor must:

- a) have been an Associate Professor for at least two years; and
- b) have at least twenty (20) refereed publications, eight (8) of which must have been published since the date of submission of application for promotion to the rank of Associate Professor.

## **9D. SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES**

### **9.21. Upgrade from the rank of Assistant Lecturer to Lecturer**

**9.21.1.** An Assistant Lecturer seeking an upgrade to the rank of Lecturer must:

- a) have a Ph.D. in a related field;

**OR**

- b) Possess Membership (GCP) qualification.

### **9.22. Promotion from the rank of Assistant Lecturer to Senior Lecturer**

**9.22.1.** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have taught for five (5) years since appointment as Assistant Lecturer of which at least one (1) year must be after Ph.D. or Fellowship qualification; and
- b) have a minimum of six (6) refereed publications.

### **9.23. Promotion from the rank of Lecturer to Senior Lecturer**

**9.23.1.** A candidate seeking promotion to the rank of Senior Lecturer must:

- a) have been engaged in university teaching, research, and community service as a Lecturer for at least four years;
- b) have obtained a Fellowship qualification or obtain a Ph.D. in a related field of study;
- c) have at least five (5) refereed publications in his/her area of specialisation;

**OR**

- d) possess Fellowship qualification;



- e) have engaged in university teaching, research, and community service as Lecturer for at least two (2) years;
- f) have at least five (5) refereed publications in his/her area of specialisation.

**9.24. Promotion from the rank of Senior Lecturer to Associate Professor**

**9.24.1.** A candidate seeking promotion to the rank of Associate Professor must:

- a) have been engaged in university teaching, research, and community service as Senior Lecturer for at least four years;
- b) have obtained a Fellowship qualification or obtain a Ph.D. in a related field of study;
- c) have at least seven (7) refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer;

**OR**

- d) possess a Fellowship qualification;
- e) have engaged in university teaching, research, and community service as Senior Lecturer for at least four years; and
- f) have at least seven (7) refereed publications to his/her credit after promotion to the rank of Senior Lecturer.

**9.25. Promotion from the rank of Associate Professor to Professor**

**9.25.1.** A candidate seeking promotion to the rank of Professor must satisfy the following conditions:

- a) must have been an Associate Professor for at least two years;
- b) must have at least twenty (20) refereed publications, eight (8) of which must have been published since the date of submission of application for promotion to the rank of Associate Professor.

## **9E. FACULTY OF LAW**

### **9.26. Promotion from the rank of Assistant Lecturer to Senior Lecturer**

**9.26.1.** A candidate (who started as Assistant Lecturer) seeking promotion to the rank of Senior Lecturer must:

- a) possess a Ph.D. in the relevant field of specialisation and must have been upgraded to the rank of Lecturer;
- b) have at least five (5) years teaching/research experience in the University or analogous institution as an Assistant Lecturer with at least one year being post Ph.D. qualification teaching/research experience; and
- c) have at least six publications in relevant area of specialisation since appointment as Assistant Lecturer.

### **9.27. Promotion from the rank of Lecturer to Senior Lecturer**

**9.27.1.** A candidate seeking promotion to the rank of Senior Lecturer or analogous rank must:

- a) have been engaged in university teaching, research and community service as a Lecturer for at least four years;
- b) have at least five refereed publications or evidence of acceptance of publications by an editorial board;

**9.28. Promotion from the rank of Senior Lecturer to Associate Professor**

**9.28.1.** A candidate seeking promotion to the rank of Associate Professor must satisfy the following conditions:

- a) have been engaged in university teaching, research and community service as a Senior Lecturer for at least four years;
- b) satisfy the requirements under 9.27 above; and
- c) have at least seven refereed publications to his/her credit since the date of submission of application for promotion to the rank of Senior Lecturer.

**9.29. Promotion from the rank of Associate Professor to Professor**

**9.29.1.** Candidates seeking promotion to the rank of Professor must satisfy the following conditions:

- a) must have been an Associate Professor for at least two years;
- b) satisfy the conditions under 9.28; and
- c) must have at least twenty (20) refereed publications, eight (8) of which must have been published since the date of submission of application for promotion to the rank of Associate Professor.

### **9.30. Maximum Number of Research Publications for Promotion**

**9.30.1.** In submitting additional research publications beyond the required minimum as stated, the applicant shall be permitted as follows:

**Table 2: Number of Research Publications (Captured in Terms of Journal Articles) for Promotion**

<b>Rank</b>	<b>Minimum</b>	<b>Maximum</b>
Senior Lecturer	5	8
Senior Research Fellow	8	12
Associate Professor	7	10
Associate Professor (Research Track)	11	15
Professor	8	12
Professor (Research Track)	12	16

**9.30.2.** For Research Fellows, the minimum number of research publications required shall be one-and-half (1½) times the number that is expected from teaching staff.

**9.30.3.** Research publication tagged as ‘accepted and awaiting publication’ (both online and print) shall be supported with verifiable letters from the Chief Editor of the journal or publisher.

**9.30.4.** The number of research publications tagged as ‘accepted and awaiting publication’ shall not exceed 30 percent (approximate to the nearest whole number) of the minimum number of required research publications that have been prescribed for the promotion sought.

**9.30.5.** Research publications preceding the date of application for promotion to the current rank shall not be tended in for promotion for the next rank.

## **10. RESEARCH PUBLICATIONS FOR PROMOTION**

### **10.1. Definition of Research Publications and Equivalences**

- 10.1.1.** The following shall be accepted as core (inclusive in the minimum number of research publications required for the promotion sought):
- a) Peer-reviewed Academic books intended for teaching and learning and policy reference;
  - b) Peer-reviewed Academic book chapters intended for teaching and learning and policy reference; and
  - c) Research articles published in credible academic journals.
- 10.1.2.** In assessing research publications assessors shall be requested to also comment on, in order of priority, the following:
- a) content - contribution to knowledge;
  - b) the credibility of a journal;
  - c) the credibility of the publisher of journals and books; and
  - d) integrity and ethics of the research publication.
- 10.1.3.** Research publications published in journals that are not in the identified indexed databases (Web of Science, Scopus, Science Citation Index, Arts and Humanities Citation Index, Social Sciences Citation Index, MEDLINE, AJOL, DRIC Indexed Journals, and any other relevant scholarly journals shall be considered on the basis that it is accredited as one of the locally certified journals by the Directorate of Research, Innovation, and Consultancy.
- 10.1.4.** Applicants are permitted to submit no more than two articles in the same issue in a volume of a particular journal. In addition, varietal release, patented work, and creative works can also be submitted.

- 10.1.5.** One patent shall count as one research article, two (2) patents as two research articles, and three or more patents as three (3) research articles.
- 10.1.6.** An academic book chapter would count as one research article published in an academic journal.
- 10.1.7.** In an event where a candidate tenders in an academic book in which he/she is an editor/author and also, has a chapter in the book, it shall be counted once.
- 10.1.8.** An applicant shall be permitted to submit a maximum of two (2) book chapters from the same academic book.
- 10.1.9.** Technical reports emanating from consultancy projects shall score one (1) point.
- 10.1.10.** Commissioned reports.
- 10.1.11.** Papers presented at a local or international seminar/workshop/conference which has been published in a conference proceeding.
- 10.1.12.** Teaching manuals/modules – permitted for only applications to Senior Lecturer or Senior Research Fellow.
- 10.1.13.** Any two of the research publications indicated in 10.1.9 – 10.1.12 shall count as one research article published in an academic journal. In assessing these publications, assessors shall be requested to comment in order of priority the following:
- a) Content - contribution to knowledge;
  - b) evidence of peer review – correspondence between the agency/client or conference organisers that requested the consultancy or commissioned a report and the applicant/consultants;

- c) the credibility of agency/client and conference organisers that requested the consultancy or commissioned the report.

## **10.2. Authorship**

**10.2.1.** An applicant applying to the rank of Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian should have at least one (1) sole-authored paper or should be the lead (first) or corresponding author in at least one (1) of the research publications.

**10.2.2.** An applicant applying to the rank of Associate Professor should have at least two (2) sole-authored papers or should be the lead (first) or corresponding author in at least two (2) of the research publications or cumulatively have three (3) sole-authored papers or should be the lead (first) or corresponding author in at least two (2) of the papers. For the avoidance of doubt, the candidate should cumulatively, be the lead or corresponding author in at least three (3) of the research publications.

**10.2.3.** An applicant applying to the rank of Professor should have at least two (2) sole-authored papers or should be the lead (first) or corresponding author in at least two (2) of the research publications or cumulatively, have five (5) sole-authored papers or should be the lead or corresponding author in at least two (2) of the papers. For the avoidance of doubt, the candidate should cumulatively, be the lead or corresponding author in at least five (5) of the research publications.

## **11. ACCELERATED PROMOTIONS**

- 11.1.** A candidate seeking promotion under the accelerated promotion criteria in the University must:
- a) serve for at least half of the minimum number of years required for regular promotion;
  - b) submit a minimum of two (2) times the number of publications for the position applied, as stated in Table 2. The applicant should also meet twice the requirement for sole/corresponding or lead authorship;
  - c) participate actively in the programmes and activities of the Department, Faculty/School, College, University and also engage in community service;
  - d) publish at least half of the number of research articles required for the rank in indexed (Web of Science, Scopus, Science Citation Index, Arts and Humanities Citation Index, Social Sciences Citation Index) journals, as well as MEDLINE, AJOL, DRIC Indexed Journals, or any other relevant database that is accepted and reviewed from time to time.
- 11.2.** Reference shall be made to section 10.1.2 in the determination of the quality of research publications submitted for consideration.
- 11.3.** An individual shall benefit only once from the accelerated/exceptional promotion package.



## **12. PROMOTION OF SENIOR MEMBERS (TEACHING) ON STUDY/POSTDOCTORAL/SABBATICAL LEAVE/SECONDMENT**

- 12.1.** A Senior Member who qualifies (that is, serves the required duration) for promotion and applies before leaving for study/postdoctoral/sabbatical leave or secondment shall have his/her application processed. If he/she is successful, the effective date of the promotion shall be the date of application.
- 12.2.** A Senior Member who serves the required duration for promotion, but did not apply may also apply while on leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the leave.
- 12.3.** A Senior Member who did not serve the minimum duration required for promotion before going on full-time leave does not qualify to apply while on leave. He may apply for the promotion only after he/she returns to post and completes the required duration. However, a senior member who engages in teaching (evidence of graduate assistantship) while on study leave may apply for promotion when he or she obtains the minimum duration of service and the required number of publications. When he/she is successful, the effective date shall be the date of completion and return.
- 12.4.** A Senior Member on part-time study leave at the University of Cape Coast may also apply for promotion when he/she obtains the minimum duration of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.
- 12.5.** Senior Members who apply for promotion after their postdoctoral leave periods shall adhere to the following:

- a) For a one-year leave period, the candidate shall be required to add one more publication to the minimum number of research publications required for promotion to the rank being sought.
- b) For a two-year leave period, the candidate shall be required to add two more publications to the minimum number of research publications required for the immediate rank. This includes lecturers on split-site programmes.

### **13. PROMOTION OF SENIOR MEMBERS DUE FOR RETIREMENT**

- 13.1.** Senior members who are due to retire and who wish to apply for promotion shall submit their applications for promotion at least six (6) months to the attainment of age sixty (60).
- 13.2.** Applications submitted outside this limit shall not be considered.

### **14. EVIDENCE OF PLAGIARISM**

- 14.1.** In the instance where an internal or external assessor makes a claim of plagiarized work, the Appointments and Promotions Board will refer the matter to the Disciplinary Committee (Senior Members).
- 14.2.** Depending on the nature and extent of the plagiarized work, the candidate may be instructed to retract the paper from all possible sources, be restrained from submitting an application for promotion for two (2) years and other tenets of UCC Plagiarism Policy may be invoked.

## **15. EVIDENCE OF RESEARCH MISCONDUCT**

- 15.1.** In the instance where a claim of fabrication, falsification, unwarranted authorship and failure to adhere to ethical, legal, and professional conduct is made, the Vice-Chancellor will constitute a Committee to investigate the matter. If a candidate is found guilty the matter shall be referred to Disciplinary Committee (Senior Members).
- 15.2.** Depending on the nature and extent of the misconduct, the candidate may be instructed to retract the paper from all possible sources and asked to wait for two (2) years before submitting another application for promotion.

## **16. EXCEPTIONAL PROMOTION**

- 16.1.** This route is special as some pre-conditions listed above for promotion of a faculty can be waived at the discretion of the University Council and grant promotion to the next rank.
- 16.2.** These instances may be initiated only by Appointments and Promotions Board based on a recommendation from a Provost.
- 16.3.** The Appointments and Promotions Board shall, in the first instance, seek permission from the University's Council to initiate the process of assessment.
- 16.4.** The recommendation from the Provost shall be premised on any of the following:
- a) A faculty earning a patent right with a potential financial worth exceeding Ten Million United States Dollars. The patent right should be in the name of the University and the candidate should be the lead researcher; or
  - b) A faculty receiving international research grants, (in the capacity as Principal Investigator for three times) with a financial worth

exceeding Five Million United States Dollars in each of the research grants. Each of the research grants should have a minimum of a three-year life span.

- 16.5.** The Provost making the recommendation should indicate the rank of special promotion being sought and provide a compelling justification.
- 16.6.** Upon receipt of approval from the Council, the University's Appointments and Promotions Board shall request the potential candidate to submit a dossier for assessment. The dossier shall include evidence of the candidate's teaching, research, and service to community experiences.
- 16.7.** The Appointments and Promotions Board shall invite two external assessors who are all professors and have a track record of conditions stated in 16.4 to join the Board for the determination of the merits of the application for a special promotion. Among other issues to be considered by the external assessors are the candidate's global reputation, readership of his articles, and potential to sustain the track record of earning patents and attracting international research grants.
- 16.8.** The report of the Appointments and Promotions Board shall be submitted to the University's Council through the Registrar for consideration.

## **PART 2**

### **SENIOR MEMBERS (NON-TEACHING)**

#### **17. GENERAL PROVISIONS FOR APPOINTMENTS**

##### **17.1. Procedure for Full-time Appointments**

- 17.1.1. All full-time appointments into administrative/professional positions shall be by interview.
- 17.1.2. Applicants seeking appointment to administrative/professional positions must obtain and complete, in quadruplicate, the University's Application for Appointment Form from the Registrar. The following documents must accompany the completed forms:
- a) transcripts of academic qualifications and certified photocopies of certificates;
  - b) updated detailed curriculum vitae;
  - c) four recent passport-sized photographs;
  - d) names of at least three (3) referees;
  - e) recognised national ID card;

#### **18. QUALIFICATIONS FOR APPOINTMENTS**

##### **18.1. REGISTRAR'S DEPARTMENT**

###### **18.1.1. Junior Assistant Registrar**

An applicant seeking appointment as Junior Assistant Registrar must:

- a) possess M.Phil. (Administration in Higher Education/Educational Administration) or a 2-year MBA/MPA, or other relevant qualification;

- b) have at least one (1) year post qualification experience in administration/management; and
- c) have two (2) referees' reports in support of the application.

### **18.1.2. Assistant Registrar**

An applicant seeking appointment as Assistant Registrar must:

- a) possess an M.Phil. (Administration in Higher Education/Educational Administration) or a 2-year MBA/MPA or any relevant qualification;
- b) have at least four (4) years post-qualification experience preferably in higher education administration or in an analogous institution/organisation; and
- c) have two (2) referees' reports in support of the application.

### **18.1.3. Senior Assistant Registrar**

An applicant seeking appointment as Senior Assistant Registrar must:

- a) satisfy the academic qualifications specified for Assistant Registrar under 18.1.2;
- b) have served as Assistant Registrar or equivalent rank in a university or analogous institution for a minimum of four (4) years;
- c) be a registered member of a relevant professional body and in good standing;
- d) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports or position papers in any area of general administration or relevant professional area;

- e) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

#### **18.1.4. Deputy Registrar**

An applicant seeking appointment as Deputy Registrar must:

- a) satisfy the academic qualifications specified under 18.1.3 above;
- b) have served as Senior Assistant Registrar or equivalent rank in an analogous institution for a minimum of five years;
- c) be a registered member of a recognised professional body and in good standing;
- d) have a minimum of twelve (12) papers (cumulative) in general administration or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports or position papers, should have been authored after appointment or promotion to the rank of Senior Assistant Registrar or analogous rank;
- e) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

### **18.1.5. Assistant Procurement Officer**

An applicant seeking appointment as Assistant Procurement Officer must:

- a) possess a good first degree in procurement/supply chain management/logistics;
  - b) possess a final Examinations Certificate of any of the following professional bodies:
    - i. Chartered Institute of Procurement and Supply (CIPS)
    - ii. Ghana Institute of Procurement and Supply (GIPS); and
  - c) have at least four (4) years post-professional qualification experience
- OR**
- d) a good first degree in procurement/supply chain management/logistics;
  - e) a two-year MBA/M.Phil./M.Com/M.Sc. degree in procurement/supply chain management/logistics;
  - f) have one (1) year post-qualification experience

In all cases, the applicant must have two (2) referees' reports in support of the application.

### **18.1.6. Procurement Officer**

An applicant seeking appointment as Procurement Officer must have:

- a) a good first degree in procurement/supply chain management/logistics;
- b) a final Examinations Certificate of any of the following professional bodies:
  - i. Chartered Institute of Procurement and Supply (CIPS)
  - ii. Ghana Institute of Procurement and Supply (GIPS); and



- c) served as an Assistant Procurement Officer for a minimum of two (2) years in a university or analogous institution or six (6) years post-qualification experience in a relevant role.

**OR**

- d) a first degree in procurement/supply chain management/logistics;
- e) a two-year MBA/M.Phil./M.Com/M.Sc. degree in procurement/supply chain management/logistics or any equivalent qualification with not less than four (4) years post qualification experience in a University or analogous institution; and
- f) be a member of a professional body (CIPS and GIPS).

In all cases, the applicant must have two (2) referees' reports in support of the application.

### **18.1.7. Senior Procurement Officer**

An applicant seeking appointment as Senior Procurement Officer must:

- a) have a first degree in procurement/supply chain management/logistics;
- b) be a member of a recognised professional body;
- c) have served as a Procurement Officer for a minimum of four (4) years in the service of a university or analogous institution or possess a minimum of eight years relevant post qualification experience in industry, commerce or public service;
- d) have a two (2) year relevant postgraduate degree;
- e) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports or position papers in any area of general administration or relevant professional area;

- f) show in his/her curriculum vitae impact/achievements in the area of specialisation; and
- g) have two (2) favourable/positive assessors' reports in support of the application.

### **18.1.8. Principal Procurement Officer**

An applicant seeking appointment to the above position must:

- a) have qualified to be appointed as Senior Procurement Officer;
- b) have served in a university or analogous institution for a minimum of five (5) years as a Senior Procurement Officer or possess a minimum of ten (10) years relevant post-qualification experience in industry, commerce or public service;
- c) have a minimum of twelve (12) papers (cumulative) in general administration or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports or position papers, should have been authored after appointment or promotion to the rank of Senior Procurement Officer or analogous rank;
- d) show in his/her curriculum vitae impact/achievements in the area of specialisation; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

### **18.1.9. Assistant Legal Officer**

An applicant seeking appointment as Assistant Legal Officer must:

- a) possess a Bachelor of Laws Degree from a recognised University;
- b) have been called to the Ghana Bar;
- c) have at least one (1) year post-qualification experience at the Ghana Bar;
- d) be a registered member of the Ghana Bar Association and in good standing; and
- e) have two (2) favourable/positive referees' reports in support of the application.

### **18.1.10. Legal Officer**

An applicant seeking appointment as Legal Officer must:

- a) possess a Bachelor of Laws Degree from a recognised University;
- b) have been called to the Ghana Bar;
- c) have four years post-qualification experience at the Ghana Bar;
- d) be a registered member and in good standing with the Ghana Bar Association; and
- e) have two (2) favourable/positive referees' reports in support of the application.

### **18.1.11. Senior Legal Officer**

An applicant seeking appointment as Senior Legal Officer must:

- a) possess a Bachelor of Laws Degree from a recognised University;
- b) have been called to the Ghana Bar;
- c) possess postgraduate degree in a relevant area;
- d) have served as Legal Officer or equivalent rank in a university or analogous institution for a minimum of four (4) years;
- e) be a registered member and in good standing with the Ghana Bar Association;
- f) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) papers each on court legal submissions, legal advisory opinions, memoranda or position papers in any area of general administration or relevant professional area;
- g) show in his/her curriculum vitae, impact/achievements in the area of specialisation;
- h) have two (2) favourable/positive referees' reports in support of the application.

### **18.1.12. Principal Legal Officer**

An applicant seeking appointment as Principal Legal Officer must:

- a) possess a postgraduate degree in a relevant area;
- b) have served as Senior Legal Officer or equivalent rank in a university or analogous institution for a minimum of five years;

- c) be a registered member and in good standing with the Ghana Bar Association;
- d) have a minimum of twelve (12) papers (cumulative) in general administration or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) papers each on court legal submissions, legal advisory opinions, memoranda or position papers, should have been authored after appointment or promotion to the rank of Senior Legal Officer or analogous rank; and
- e) show in his/her curriculum vitae, impact/achievements in the area of specialisation.
- f) have two (2) favourable/positive referees' reports in support of the application.

**18.1.13. Assistant Head – Basic Schools (Jnr. Asst. Registrar/ Asst. Registrar/Snr. Asst. Registrar)**

An applicant seeking appointment as Assistant Head of any of the University Basic Schools must:

- a) possess M.Phil. in education/teaching discipline;
- b) have a minimum of six (6) years relevant experience in teaching, educational administration and/or guidance and counselling; and
- c) have two (2) referees' reports in support of the application.

**18.1.14. Head - Basic Schools (Jnr. Asst. Registrar/ Asst. Registrar/ Snr. Asst. Registrar)**

An applicant seeking appointment as Head of any of the University Basic Schools must:

- a) possess M.Phil. in education/teaching discipline;

- b) have a minimum of ten (10) years relevant experience in teaching, educational administration and/or guidance and counselling;
- c) be of the rank of Assistant Director or equivalent grade and/or above in an analogous institution; and
- d) have two (2) referees' reports in support of the application.

**18.1.15. Head of Sports (Jnr. Asst. Registrar/Asst. Registrar/Snr. Asst. Registrar)**

An applicant seeking appointment as Head of Sports must:

- a) possess an M.Phil. in Physical Education or relevant professional qualification;
- b) have a minimum of one (1) year post-qualification experience;
- c) be knowledgeable in sports organisation in a university or analogous institution; and
- d) have two (2) referees' reports in support of the application.

**18.1.16. Manager of Printing Press (Jnr. Asst. Registrar/ Asst. Registrar/Snr. Asst. Registrar)**

An applicant seeking appointment as Manager, Printing Press must:

- a) possess a first degree in Publishing Studies/ Printing/ Communication Design;
- b) possess a 2-year Master's degree (MBA/MPA) or other relevant qualification;
- c) have a minimum of four (4) years post-qualification experience in the printing/publishing industry; and

- d) have two (2) referees' reports in support of the application.

#### **18.1.17. Head of Security (Assistant Registrar/Senior Assistant Registrar)**

An applicant seeking appointment as Head of Security must:

- a) possess a 2-year Master's degree in relevant security/intelligence field or other relevant professional qualification;
- b) have a minimum of four (4) years relevant post-qualification experience in the security service; and
- c) have two (2) referees' reports in support of the application.

Attainment of the rank of Major or higher rank in the army or Superintendent or a higher rank in the Police Service may be an added advantage.

#### **18.1.18. Head of Transport (Jnr. Asst. Registrar/Asst. Registrar/Snr. Asst. Registrar)**

An applicant seeking appointment as a Head of Transport must:

- a) possess a Master's Degree in Auto Mechanical Engineering or relevant qualification;
- b) have professional certificate in Transport and Logistics Management;
- c) have four (4) years post-qualification experience preferably in an analogous institution;
- d) be a head of transport or be in management position; and
- e) have two (2) referees' reports in support of the application

- 18.1.19. To be appointed as Head/Manager at the ranks of Assistant Registrar and Senior Assistant Registrar for the Basic Schools, Sports Section, Printing Press, Security Section or Transport Section, the applicant must possess the requisite qualification and experience for appointment as an Assistant Registrar or Senior Assistant Registrar.

## **18.2. DIRECTORATES OF FINANCE AND INTERNAL AUDIT**

### **18.2.1 Assistant Accountant/Assistant Internal Auditor**

An applicant seeking appointment as Assistant Accountant/Assistant Internal Auditor must possess:

- a) a first degree in Accounting/Finance/Auditing;
  - b) a final Examinations Certificate of any of the following professional bodies:
    - i. Institute of Chartered Accountants (ICA, Ghana)
    - ii. Association of Chartered Certified Accountants (ACCA)
    - iii. Chartered Institute of Management Accountants (CIMA)
  - c) have two (2) referees' reports in support of the application.
- OR**
- d) a first degree in Accounting/Finance/Auditing;
  - e) a two-year Master's degree in Accounting/Finance/Auditing; and
  - f) have two (2) referees' reports in support of the application.

An applicant appointed under (d), (e) and (f) above must take steps to acquire a final Examinations Certificate of any of the following professional bodies (Institute of Chartered Accountants, Ghana – ICAG; Association of Chartered Certified Accountants – ACCA; Chartered Institute of Management Accountants – CIMA) after appointment, to be



considered for upgrading or elevation to the rank of Accountant/Internal Auditor.

In all cases, the applicant must have one (1) year post-qualification experience.

### **18.2.2 Accountant/Internal Auditor**

An applicant seeking appointment as Accountant/Internal Auditor must:

- a) have a good first degree in Accounting/Finance/Auditing;
- b) be a member of any of the following professional bodies:
  - i. Institute of Chartered Accountants, Ghana (ICA, Ghana)
  - ii. Association of Chartered Certified Accountants (ACCA)
  - iii. Chartered Institute of Management Accountants (CIMA);
- c) have served as Assistant Accountant / Assistant Internal Auditor for a minimum of two years in the service of the University or analogous institution or four years post-qualification experience in a relevant role; and
- d) have two (2) referees' reports in support of the application.

A Master's degree will be an added advantage.

### **18.2.3 Senior Accountant/Senior Internal Auditor**

An applicant seeking appointment as a Senior Accountant/Senior Internal Auditor must:

- a. be a member of a recognised professional body and in good standing;
- b. have a first degree in Accounting/Finance;
- c. have served as Accountant/ Internal Auditor for a minimum of four (4) years in the service of the University or analogous

institution or possess a minimum of eight (8) years relevant post qualification experience in an industry, commerce or public service;

- d. have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, reports or position papers in any area of general administration or relevant professional area;
- e. Show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- f. have two (2) favourable/positive referees' reports in support of the application.

A Master's degree will be an added advantage.

#### **18.2.4 Deputy Director Finance/Deputy Director Internal Audit**

An applicant seeking appointment to the above position must:

- a) possess a first degree in Accounting/Finance/Auditing;
- b) possess a Master's degree in relevant area;
- c) be a member of a recognised professional body and in good standing
- d) have ten (10) years relevant post-qualification experience or must have served as a Senior Accountant/Senior Internal Auditor in an analogous institution for five (5) years;
- e) have a minimum of twelve (12) papers (cumulative) in general administration or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, reports or position papers, should have been authored after appointment or promotion to the

rank of Senior Accountant/Senior Internal Auditor or analogous rank;

- f) Show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- g) have two (2) favourable/positive assessors' reports in support of the application.

## **18.3 DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT**

### **18.3.1 Assistant Curator**

An applicant seeking appointment as Assistant Curator must have:

- a) two (2) year M.Sc./M.Phil. in Horticulture or relevant professional qualification;
- b) a minimum of one (1) year relevant post-qualification experience; and
- c) two (2) referees' reports in support of the application.

### **18.3.2 Curator**

An applicant seeking appointment as Curator must have:

- a) a two (2) year M.Sc./M.Phil. degree in Horticulture or relevant professional qualification;
- b) a minimum of four (4) years relevant post-qualification experience; and
- c) two (2) favourable/positive referees' reports in support of the application.

### **18.3.3 Senior Curator**

An applicant seeking appointment as Senior Curator must:

- a) have qualified to be appointed as Curator;
- b) have served as Curator in a University or analogous institution for at least four (4) years;
- c) have a minimum of five (5) papers including at least one (1) refereed paper and not more than one each of memoranda, policy documents, technical reports or position papers in the relevant area; and
- d) have two favourable/positive assessors' reports in support of the application;

### **18.3.4 Assistant Engineer/Assistant Architect/Assistant Planner/ Assistant Surveyor/Assistant Land Economist/Assistant Estate Officer**

An applicant seeking appointment as Assistant Engineer or any of its analogous ranks must:

- a) have a first degree in the relevant area of specialisation;
- b) have a professional certificate or be a member of a recognised professional body and in good standing;
- c) have at least one (1) year post-qualification experience;
- d) have two (2) referees' reports in support of the application.

Master's degree will be an added advantage.

### **18.3.5 Engineer/Architect/Planner/Surveyor/Land Economist/ Estate Officer**

An applicant seeking appointment as Engineer or any of its analogous ranks must:

- a) possess M.Sc./M.Phil. degree or relevant professional qualification in his/her area of specialisation;
- b) be a registered member of a relevant professional body and in good standing;
- c) have four (4) years post-qualification working experience; and
- d) have two (2) referees' reports in support of the application.

### **18.3.6 Senior Engineer/ Senior Architect/ Senior Planner/ Senior Surveyor/Senior Land Economist/Senior Estate Officer/ Senior Curator**

An applicant seeking appointment as Senior Engineer or any of its analogous ranks must:

- a) possess M.Sc./M.Phil. degree or relevant professional qualification in his/her area of specialisation;
- b) be a registered member of the relevant professional body and in good standing;
- c) have eight (8) years relevant post-qualification experience or four (4) years working experience as Engineer in a university or an analogous institution;
- d) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, technical reports or position papers in any area of operation;

- e) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

### **18.3.7 Assistant Environmental Graphic Designer (AEGD)**

An applicant seeking appointment as Assistant Environmental Graphic Designer (AEGD) must:

- a) possess a first degree in Communication Design or relevant area/qualification;
- b) possess a two (2) year M.Sc./M.Phil. degree in Communication Design or relevant professional qualification;
- c) have a minimum of one (1) year relevant post-qualification experience; and
- d) have two (2) referees' reports in support of the application.

### **18.3.8 Environmental Graphic Designer (EGD)**

An applicant seeking appointment as Environmental Graphic Designer (EGD) must:

- a) possess a first degree in Communication Design or relevant area/qualification;
- b) possess M.Phil./MSc degree in Communication Design or relevant area, specialised in Environmental Graphics and Signage Design or Wayfinding Design or Information Design;
- c) be a registered member of a professional body and in good standing;

- d) have four (4) years relevant post working experience; and
- e) have two (2) referees' reports in support of the application.

### **18.3.9 Senior Environmental Graphic Designer (SEGD)**

An applicant seeking appointment as Senior Environmental Graphic Designer (SEGD) must:

- a) possess a first degree in Communication Design or relevant area/qualification;
- b) possess M.Phil./M.Sc. degree in Communication Design or relevant area, specialised in Environmental Graphics and Signage Design or Wayfinding Design or Information Design;
- c) be a registered member of a professional body and in good standing;
- d) have eight (8) years post-qualification experience or four (4) years working experience as Environmental Graphic Designer (EGD) in a university or an analogous institution;
- e) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, technical reports, policy documents, or position papers in any area of operation:
- f) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- g) have two (2) favourable/positive assessors' reports in support of the application.

### **18.3.10 Deputy Director of DPDEM**

An applicant seeking appointment to the above position must:

- a) possess a first degree and M.Sc./M.Phil. degree in the relevant area;
- b) be a registered member of a relevant professional body and in good standing;
- c) have a minimum of twelve (12) papers (cumulative) in the relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, technical reports, policy documents, or position papers, should have been authored after appointment or promotion to the rank of Senior Engineer/Senior Architect/Senior Planner/Senior Surveyor/Senior Land Economist/Senior Estate Officer/Senior Curator or analogous rank;
- d) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- e) have two (2) assessors' reports.

## **18.4 DIRECTORATE OF UNIVERSITY HEALTH SERVICES**

### **18.4.1 Medical Officer 2**

An applicant seeking appointment as Medical Officer 2 must:

- a) possess first degrees in medicine (MBChB);
- b) have completed his/her housemanship and have been awarded a license from the MDC;



- c) have two (2) referees' reports in support of the application.

### **18.4.2 Medical Officer 1**

An applicant seeking appointment as Medical Officer 1 must:

**EITHER**

- a) have qualified to be appointed as Medical Officer 2;
- b) have four (4) years post-qualification experience; and show evidence of having contributed to improvement in health services delivery through papers in health service delivery;

**OR**

- c) be a Member of the Ghana College of Physicians and Surgeons (MGCP) or equivalent to be placed on point 3 on the salary scale.

In all cases, the applicant must have two (2) favourable/positive referees' reports in support of the application.

### **18.4.3 Senior Medical Officer**

An applicant seeking appointment as Senior Medical Officer must:

**EITHER**

- a) have qualified to be appointed as Medical Officer 1;
- b) have served satisfactorily as Medical Officer 1 or equivalent rank for at least four (4) years;

- c) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports and position papers in any area of health service delivery; and
- d) have two (2) favourable/positive assessors' reports in support of the application;

**OR**

- d) be a Fellow of the Ghana College of Physicians and Surgeons (FGCP) or equivalent;
- e) have a minimum of five (5) papers including one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports or position papers in any area of health service delivery; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

In all cases, the applicant must show in his/her curriculum vitae, impact/achievements in the area of health service delivery and must have registered with the Ghana Medical and Dental Council (MDC) and in good standing

#### **18.4.4 Assistant Pharmacist**

An applicant seeking appointment as Assistant Pharmacist must:

- a) possess a professional first degree, Bachelor of Pharmacy (B. Pharm.), or Doctor of Pharmacy (D. Pharm) . B. Pharm will start on Level 1 and D. Pharm on Level 2;
- b) have completed his/her internship, must have written and passed the Pharmacy Professional Qualifying Examination; and

- c) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.5 Pharmacist**

An applicant seeking appointment as Pharmacist must

**EITHER**

- a) have qualified to be appointed as Assistant Pharmacist; and
- b) have at least two (2) years post-qualification experience;

**OR**

- c) possess Master of Pharmacy;

**OR**

- d) possess MGCPharm qualification to be placed on point 3 of the salary scale

**AND**

- e) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.6 Senior Pharmacist**

An applicant seeking appointment as Senior Pharmacist must:

**EITHER**

- a) have qualified to be appointed as Pharmacist;

- b) have served as a Pharmacist in an analogous institution for at least four (4) years or must have a postgraduate/specialist degree in addition to at least six (6) years post-registration experience;
- c) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports and position papers in any area of health service delivery or relevant professional area;

**OR**

- d) possess FGCP Pharm qualification; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

In all cases, the applicant must show in his/her curriculum vitae, impact/achievements in the area of health service delivery and be registered with the Pharmacy Council and the Pharmaceutical Society of Ghana and in good standing.

#### **18.4.7 Nurse Manager 2**

An applicant seeking appointment as Nurse Manager 2 must:

- a) possess two (2) year M.Phil./MN/M.Sc. degree in Nursing;
- b) have at least one (1) year post-qualification experience in analogous institution of higher learning;
- c) have practiced as a professional Nurse for at least ten (10) years after Diploma or eight (8) years after Bachelor's degree; and

- d) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.8 Nurse Manager 1**

An applicant seeking appointment as Nurse Manager 1 must:

- a) have qualified to be appointed as Nurse Manager 2;
- b) have served for at least two (2) years as a Nurse Manager 2 in analogous institution of higher learning;
- c) show evidence of having contributed to improvement through papers in health services delivery; and
- d) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.9 Senior Nurse Manager**

An applicant seeking appointment as Senior Nurse Manager must:

- a) have qualified to be appointed as Nurse Manager 1;
- b) have served as Nurse Manager 1 or equivalent rank for at least four (4) years;
- c) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports and position papers in any area of health service delivery;
- d) show in his/her curriculum vitae, impact/achievements in the area of health service delivery;

- e) be a registered member of the Nurses and Midwifery Council, Ghana and in good standing; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

#### **18.4.10 Medical Laboratory Scientist 2**

An applicant seeking appointment as Medical Laboratory Scientist 2 must:

- a) possess M.Phil. degree in (Clinical Microbiology, Haematology, Pathology, and Biochemistry/Chemical Pathology) or any equivalent qualification;
- b) be a registered member of the Ghana Association of Medical Laboratory Scientists (GAMLS) and Allied Health Professionals Council (AHPC) and in good standing;
- c) have at least two (2) years' work experience preferably in an analogous institution;
- d) have practiced as a Medical Laboratory Technologist for at least ten (10) years in an analogous institution; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

#### **18.4.11 Medical Laboratory Scientist 1**

An applicant seeking appointment as Medical Laboratory Scientist 1 must:

- a) have qualified to be appointed as Medical Laboratory Scientist 2;
- b) have served as a Medical Laboratory Scientist 2 for at least two (2) years in an analogous institution;

- c) have contributed to improvement in health service delivery;
- d) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.12 Senior Medical Laboratory Scientist**

An applicant seeking appointment as Medical Laboratory Scientist must:

- a) have qualified to be appointed as Medical Laboratory Scientist 1;
- b) have served as a Medical Laboratory Scientist 1 for at least four (4) years in an analogous institution;
- c) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports or position papers in any area of health service delivery;
- d) show in his/her curriculum vitae, impact/achievements in the area of health service delivery;
- e) be a registered member of the Ghana Association of Medical Laboratory Scientists (GAMLS) and/or Allied Health Professionals Council (AHPC) and in good standing.
- f) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.13 Optometrist 2**

An applicant seeking appointment as Optometrist 2 must:

- a) possess a Professional first degree (Doctor of Optometry, OD) qualification;
- b) have completed his/her internship and passed the professional license examination;

- c) show in his/her curriculum vitae, impact/achievements in the area of health service delivery; and
- d) have two (2) favourable/positive referees' reports in support of the application.

#### **18.4.14 Optometrist 1**

An applicant seeking appointment as Optometrist 1 must:

- a) have qualified to be appointed as Optometrist 2;
- b) have at least two (2) years post-qualification experience;
- c) show in his/her curriculum vitae, impact/achievements in the area of health service delivery; and
- d) have two (2) referees' favourable/positive reports in support of the application.

Possession of a Master's degree will be an added advantage.

#### **18.4.15 Senior Optometrist**

An applicant seeking appointment as a Senior Optometrist must:

- a) have qualified to be appointed as Optometrist 1;
- b) possess Master's degree in Optometry or relevant area;
- c) have served as an Optometrist 1 or Optometrist in an analogous institution for at least four (4) years;
- d) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, policy documents, reports and position papers in any area of health service delivery;



- e) show in his/her curriculum vitae, impact/achievements in the area of health service delivery;
- f) be a registered member of the Allied Health Professionals Council and Ghana Optometrists Association and in good standing; and
- g) have two (2) favourable/positive assessors' reports in support of the application.

#### **18.4.16 Deputy Director, Health Services**

An applicant seeking appointment as Deputy Director, Health Services must:

- a) have served as a Senior Medical Officer/Senior Dentist/Senior Pharmacist/Senior Optometrist/Senior Nurse Manager/Senior Medical Laboratory Scientist in the University or analogous institution for at least five (5) years;
- b) be a registered member of the relevant professional body and in good standing;
- c) have a minimum of twelve (12) papers (cumulative) in health service delivery or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports, technical reports and position papers, should have been authored after appointment or promotion to the rank of Senior Medical Officer/Senior Dentist/Senior Pharmacist/Senior Optometrist/Senior Nurse Manager/Senior Medical Laboratory Scientist or analogous rank;
- d) have a Specialist or Fellowship certificate with three (3) years of service as a Specialist or two (2) years of service as a Fellow;

- e) show in his/her curriculum vitae, impact/achievements in the area of health service delivery; and
- f) have two (2) favourable/positive assessors' reports in support of the application;

## **18.5 DIRECTORATE OF ICT SERVICES (DICTS)**

### **18.5.1 Assistant Systems Analyst (Networks/Software Developer/ Cyber Security/ Administrator/ E-Learning/Etc.)**

An applicant seeking appointment as Assistant Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.) must

#### **EITHER**

- a) possess M.Sc./M.Phil. degree in Computer Science, Information Technology (Computer, Telecommunications, Electrical/Electronics, etc.), Management Information Systems, Computer engineering and other analogous qualification; and
- b) have one (1) year post qualification experience.

#### **OR**

- c) possess a first degree in any of the above-mentioned areas with professional certification in areas such as Microsoft Chartered Certified Systems Engineer (MCSE), Microsoft Chartered Certified Systems Administrator (MCSA), Microsoft Chartered Certified Database Administrator (MCDBA) or Cisco Certified Internetwork Expert (CCIE); and
- d) have four (4) years post qualification experience.

In all cases, the applicant must have two (2) favourable/positive referees' reports in support of the application.

### **18.5.2 Systems Analyst (Networks/Software Developer/ Cyber Security/ Administrator/ E-Learning/Etc.)**

An applicant seeking appointment as Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.) must:

- a) possess M.Sc./M.Phil. degree in Computer Science, Information Technology (Computer, Telecommunications, Electrical/Electronics, etc.), Management Information Systems, Computer engineering and other analogous qualification;
- b) have four (4) years post qualification experience;
- c) have good knowledge and working experience in the field applied for; and
- d) have two (2) favourable/positive referees' reports in support of the application.

### **18.5.3 Senior Systems Analyst (Networks/Software Developer/ Cyber Security/ Administrator/ E-Learning/Etc.)**

An applicant seeking appointment as Senior Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.) must:

- a) possess M.Sc./M.Phil. degree in Computer Science, Information Technology (Computer, Telecommunications, Electrical/Electronics), Management Information Systems, Computer engineering and other analogous qualification;
- b) have eight (8) years post qualification experience;
- c) have good knowledge and working experience as Systems Analyst (Networks/Software Developer/Cyber Security/Administrator/ E-Learning/Etc.);

- d) be a registered member of the relevant professional body and in good standing;
- e) have a minimum of five (5) papers including at least one (1) refereed paper and not more than three (3) each of memoranda, software development, technical ICT solutions, reports and network designs in ICT or relevant professional area;
- f) show in his/her curriculum vitae impact/achievements in the area of specialisation; and
- g) have two (2) favourable/positive assessors' reports in support of the application.

#### **18.5.4 Deputy Director, Systems Analyst (Networks/ Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.)**

An applicant seeking appointment to the above position must:

- a) possess M.Sc./M.Phil. degree in Computer Science, Information Technology (Computer, Telecommunications, Electrical/Electronics, etc.), Management Information Systems, Computer engineering and other analogous qualification;
- b) have at least five (5) years relevant experience as a Senior Systems Analyst or analogous rank in a university or analogous institution or have at least ten (10) years relevant post qualification experience;
- c) have good knowledge and working experience in systems analysis (Networks/Software Developer/Cyber Security/Administrator/ E-Learning/Etc.);
- d) be capable of providing and arranging for required technical support and assistance to staff and users and arranging with suppliers for proper repairs and maintenance;

- e) have proven administrative and supervisory skills;
- f) be a registered member of the relevant professional body and in good standing;
- g) have a minimum of twelve (12) papers (cumulative) in ICT or relevant professional area. Seven (7) of the papers, including at least two (2) refereed papers and not more than three (3) each of memoranda, software development, technical ICT solutions, reports and network designs, should have been authored after appointment or promotion to the rank of Senior Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.) or analogous rank;
- h) show in his/her curriculum vitae impact/achievements in the area of specialisation; and
- i) have two (2) favourable/positive assessors' reports in support of the application.

## **19 PROBATION PERIOD**

**19.1.** All newly appointed persons of the rank of Assistant Registrar (analogous ranks) and above shall serve a probation period of not less than one (1) year. Persons appointed to the rank of Junior Assistant Registrar and analogous ranks shall serve a minimum of two (2) years.

### **19.2 Mentorship**

If the Appointments and Promotions Board approves an application for appointment, the appointee may be assigned to a Mentor for the period of his/her probation.

## **20 CONFIRMATION OF APPOINTMENT AND ELEVATION**

**20.1.** All appointees on probation (other than those on temporary appointments) shall be subject to confirmation at the end of the probation period.

**20.2.** Appointees at the rank of Junior Assistant Registrar (JAR) and analogous ranks shall be elevated to the next level subject to satisfactory report/assessment and the submission of at least two papers (memoranda, articles, reports, position papers, etc.).

### **20.3. Procedure for Confirmation of Appointments**

**20.3.1** At least six (6) months to the end of the probation period, the appointee's Mentor shall submit a report in accordance with the approved guidelines for reporting on appointees on probation through the Director/Head of Office to Director of Human Resource.

**20.3.2** On receipt of the Mentor's report, the Director/Head of Office shall attach his/her completed confidential assessment form on the appointee and yearly appraisal form and shall forward same for consideration by the Administration Appointments and Promotions Committee through the Directorate/Departmental Appointments and Promotions Committee. In cases where the appointee is in a technical area (Finance, Audit, Procurement, Sports, Physical Development, Estate Management, Health Services and ICT etc.), the technical head would be required to submit an assessment on the appointee. The Mentee or appointee shall submit his/her updated detailed Curriculum Vitae to his/her Head of Department.

**20.3.3** The Directorate/Office shall consider all the reports on the appointee and submit its recommendations to the Administration Appointments and Promotions Committee.

- 20.3.4** The Administration Appointments and Promotions Committee shall consider the recommendations of the Directorate/Office and submit its report to the Registrar/Directorate of Human Resource – Senior Members Section.
- 20.3.5** On receipt of the Administration Appointments and Promotions Committee’s report, the Registrar/Directorate of Human Resource shall ensure that the reports are in order before preparing same for consideration by the Appointments and Promotions Board.
- 20.3.6** If the report is satisfactory, the decision of the Appointments and Promotions Board shall include confirmation of the appointment for up to the required number of years for the rank of the applicant with effect from the date of appointment.
- 20.3.7** At the end of probation, if a report is found to be unsatisfactory, the period of probation may be extended for up to one year only.
- 20.3.8** The decision of the Appointments and Promotions Board shall be communicated to the appointee.

## **21. RENEWAL OF CONTRACT APPOINTMENTS**

**21.1.** All non-tenure appointments (for the avoidance of doubt non-tenure ranks are Junior Assistant Registrar to Senior Assistant Registrar and analogous) are subject to renewal at the end of an existing contract period.

### **21.2. Procedure for Renewal of Contract Appointmen**

**21.2.1.** At least six months to the end of his/her existing contract, the appointee should be reminded by the Director of Human Resource/Head of Directorate/Office to apply in writing, indicating his/her intention to renew the contract or otherwise. The Appointee also has a responsibility to apply six months before the expiry date of his/her appointment and thus take steps to apply for renewal.

**21.2.2.** The following contract periods shall apply in relation to publications/papers:

- a) without any publication/papers during the contract period: contract to be renewed for two (2) years
- b) one (1) publication: contract to be renewed for four (4) years
- c) two (2) or more publications/papers contract to be renewed for six (6) years.

**21.2.3.** Any application under 21.1.2 above shall specify the number of years for which the appointee intends the contract to be renewed, (e.g. 2, 4 or 6 years).

### **21.3. Mode of Application for Renewal of Contract Appointments**

**21.3.1.** An applicant seeking renewal of his/her contract appointment, shall submit his/her application addressed to the Chairman,



Appointments and Promotions Board, through the **Head** of Directorate/Office to the Registrar.

**21.3.2** The documents for application shall include:

- a) yearly appraisal report on applicant;
- b) updated detailed Curriculum Vitae;
- c) a list of publications/papers in support of application; and
- d) confidential report from **Head** of Directorate/Office.

**21.3.3** The application shall be considered at the various levels mentioned in 20.3.2 and 20.3.4.

## **22. POST-RETIREMENT CONTRACT**

**22.1.** In critical situations, post-retirement contract appointment for Senior Members (Non-Teaching) shall be made subject to prior approval by the University Council and, when granted, shall be for one year renewable for another year only. Post-retirement contract appointments shall not be applicable to appointive positions.

**22.2.** An applicant seeking post-retirement contract must submit his/her application with an updated detailed Curriculum Vitae to the Chairman of Appointments and Promotions Board through the **Head** of Directorate/Office to the Registrar.

**22.3.** The Form must be completed by the **Head** concerned with his/her comment.

**22.4.** Applications for renewal of post retirement contracts shall be assessed on the criteria below, which shall be subjected to periodic review:

- a) policy documents/drafts initiated

- b) position papers and memoranda advanced
- c) junior Professional/Administrative/Technical staff being mentored
- d) junior Professional/Administrative/Technical staff mentored
- e) presentations at seminars/workshop for staff, students and the general public
- f) general contributions made to the University.

**22.5.** The Head, on receipt of the application, shall attach his/her report and recommendation justifying the appointment of the candidate and submit same to the Registrar within three (3) weeks.

**22.6.** The Registrar shall refer the application together with the Head's report to the Administration Appointments and Promotions Committee for consideration.

**22.7.** The Administration Appointments and Promotions Committee, after consideration, shall submit its report, duly signed by only eligible members, to the Registrar within two (2) weeks.

**22.8.** On receipt of the Administration Appointments and Promotions Committee's report, the Registrar shall submit same for consideration by the Appointments and Promotions Board.

## **22. GENERAL PROVISIONS FOR PROMOTIONS**

### **23.1. GENERAL PROCEDURE FOR PROMOTION (ADMINISTRATIVE/ PROFESSIONAL)**

**23.1.1.** Persons applying for promotion should obtain application forms from the Registrar or the University's website.

**23.1.2.** Completed application forms, including requisite supporting documents such as updated detailed curriculum vitae, list of publications/papers, together with their hard/soft copies (as the

case may be), should be submitted to the Head of Directorate/Office before scheduled directorate/office meetings.

- 23.1.3.** The Head of Directorate/Office shall, after initial consideration by the Directorate/Office Appointments and Promotions Committee, forward the application to the Administration Appointments and Promotions Committee for consideration. The duration for consideration and submission to the Administration Appointments and Promotions Committee shall not exceed one (1) month upon receipt of the completed application.
- 23.1.4.** The Registrar shall constitute the Administration Appointments and Promotions Committee to consider the application. The duration for consideration and submission to the Board shall not exceed two (2) months upon receipt of the application.
- 23.1.5.** The Administration Appointments and Promotions Committee shall consider the application, together with supporting documents and send the documents to the Directorate of Human Resource for external assessment. The duration for consideration and submission to external assessors shall not exceed one month upon receipt of the application.
- 23.1.6.** The Head of Directorate/Office shall nominate external assessors for consideration and approval by the Registrar.
- 23.1.7.** External Assessors shall assist the University Appointments and Promotions Board in the promotion to Senior Assistant Registrar or analogous rank and above by way of assessment of publications/papers. Two (2) favourable/positive external assessors' reports shall be required for the candidate. For the position of Deputy Registrar or analogous ranks, there shall be an interview at which one external assessor shall be present.
- 23.1.8.** Upon receipt of the external assessors' reports, the Directorate of Human Resource shall ensure that the reports and

recommendations are complete and submit same for consideration by the University Appointments and Promotions Board. The duration for this activity shall not exceed four weeks upon receipt of the external assessors' reports.

- 23.1.9.** The Director of the Human Resource shall provide formal communication on the status of the application to the applicant every two months.
- 23.1.10.** Applications that exceed six months shall be brought to the attention of the Vice Chancellor for reconsideration. The Director of Human Resource shall formally communicate the outcome of the consideration of the delayed applications and decisions thereof to the applicant.
- 23.1.11.** In all cases, work experience does not include periods of full-time studies, post-doctoral studies, sabbatical leave, secondment and leave of absence.

## **24. ASSESSMENT PROCEDURE**

- 24.1.** All papers shall be assessed both internally and externally. The internal checks shall be used initially to assess the quality of the papers.
- 24.2.** Heads, Directors and Registrar may engage internal assessors to perform this function and report to their respective appointments and promotions committees.
- 24.3.** The outcome of an internal assessment shall not be used to terminate the application. They shall be used solely for advisory purposes which, at the discretion of the applicant, may lead to revisions.

- 24.4.** The duration of the internal assessment shall not exceed one (1) month from the date of receipt of the application by the applicant's Head or Director.
- 24.5.** An External Assessor is defined as an assessor who is of a professional repute, who is/was not a member of the University of Cape Coast, and who is unknown/not related to the applicant.
- 24.6.** The engagement of External Assessors is subject to their availability and willingness to undertake the assessment.
- 24.7.** Work output and service to community shall be assessed internally before external assessment of publications/papers. An applicant is expected to pass the internal assessment of work output and service to community (obtain a minimum of 50% in each) before his/her publications/papers are sent for external assessment.
- 24.8.** The Appointments and Promotions Board has the sole mandate to terminate an application process and report same to the University Council. The termination may only arise on a recommendation from the Administration Appointments and Promotions Committee that the applicant did not satisfy the internal (work output and service to community) conditions.

## **25. COMPUTATION AND COMPILATION OF ASSESSMENT**

- 25.1.** Publications/Papers, work output and community service shall each be graded over 100%.
- 25.2.** External Assessors shall review and quantify their assessment of papers in percentage terms such as 50%, 70% 80% etc. and give corresponding letter grades (Table 3). For the purposes of assessment of papers for promotion of administrative/professional senior members, the following equivalences and their interpretations shall be used.

No.	Numeric Score (%)	Letter Grade	Interpretation
1	≥ 80	A	Excellent
2	70-79	B	Good
3	< 70	C	Fail

**Table 3: Scoring and Interpretation of Assessed Papers**

- 25.3.** For publications/papers submitted, an applicant should have an average score of 70% or above in all papers submitted and obtain a grade B (70%) or better in the minimum number of papers required for promotion to the rank being sought.
- 25.4.** Registrar/Directors/Heads shall use the following framework in Table 4 to guide the award of marks for work output.

**Table 4: Framework for Assessing Work Output**

NO.	AREAS	Marks for Different Ranks	
		Deputy Registrar. & Analogous	Senior Assistant Registrar & Analogous
1.	Performance appraisal/evaluation report:	45:	50:
	a) Knowledge in work/ability	(15)	(20)
	b) Application of knowledge/promotion of work	(15)	(15)
	c) Impact factor	(5)	(5)
		(10)	(10)

	d) Human relations/Public relations		
2.	Evidence of professional development that enhances work output	25	15
3.	Evidence of using technology/innovation/strategy to improve work output (including computer aided applications)	10	15
4.	Strategic Leadership	5	5
5.	Creativity and Innovation	5	10
6.	Decisiveness	10	5
	TOTAL	100	100

**25.5.** The report on work output will be guided by the following: using **Form A** (administrative/technical/professional).

- a) Two assessors shall be appointed by the Registrar from nominations made by the Director/Head of Office of the applicant.
- b) Assessors shall comprise of; (i) a senior colleague to the applicant in the Directorate/Office of the applicant; and (ii) a cognate who is of a higher rank.

**25.6.** Registrar/Directors/Heads shall use the framework in Table 5 to guide the award of marks for service to community. A candidate applying for promotion shall provide supporting evidence and attach it to the application pack.

**Table 5: Framework for Assessing Service to Community**

NO	AREAS	Marks for different Ranks	
		Deputy Registrar. & Analogous	Senior Assistant Registrar & Analogous
1.	Presentation at departmental seminars and workshops	25	15
2.	Additional responsibility in and outside the University (including hall tutor, union executive, welfare executive etc.)	25	20
3.	Serving on Committees in and outside the University	15	20
4.	Participation in University functions (including public lecture, inaugural lecture, congregation etc.)	10	30
5.	Office holder in the University such as head of section/unit, team leader, project manager etc.	15	10
6.	External Professional engagement eg. Resource person, assessor etc.	10	5
	<b>TOTAL</b>	<b>100</b>	<b>100</b>



## **26. ASSESSMENT CRITERIA**

### **26.1. REGISTRAR'S DEPARTMENT**

#### **26.1.1. Knowledge in Work/Ability in Work**

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

#### **26.1.2. Application of Knowledge/Promotion of Work**

- a) Written reports
- b) Papers (memoranda, articles, reports, position papers, case reviews, briefs etc.)
- c) Memoranda on administrative matters
- d) Other relevant publications (if any)
- e) Papers published in refereed journals

### **26.1.3. Impact Factors**

In assessing promotion of work, the candidate's papers shall provide evidence of any of the following:

- a) change in policy,
- b) impact on management and must advance the cause of policy direction,
- c) impact on policy implementation, and
- d) initiation and or innovation of a new product or new policy directive

### **26.1.4. Human Relations/Public Relations**

Demonstrating attitudes that promote the good image of the University and exhibiting comportment in dealing with the University's internal and external publics.

### **26.1.5. Service**

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

## **26.2. DIRECTORATE OF FINANCE AND DIRECTORATE OF INTERNAL AUDIT**

### **26.2.1. Knowledge of Work/Ability in Work**

- a) The extent to which the candidate's work reflects current developments and skills in accountancy, finance and management information systems.
- b) The extent to which the candidate enforces financial and relevant regulations of the University in the execution of his/her duties.

- c) Ability of the candidate to adapt to changes in government legislative directives and policies in the discharge of duties.
- d) Ability to supervise subordinate staff.
- e) Accuracy of work-output.
- f) Readiness to work outside schedule of duties.

### **26.2.2. Application of Knowledge/Promotion of Work**

- a) Evidence of competence in the performance of the candidate's duties include:
  - i. accuracy of work-output;
  - ii. timely delivery of reports; and
  - iii. firm grasp and enforcement of accounting/auditing policies.
- b) Ensure effective accounting control systems.
- c) Quality of advice:
  - i. University Committees and Units, as evidenced by contributions either orally or writing at meetings.
  - ii. Initiate policy changes.

#### **26.2.2.1. Impact Factors**

In assessing promotion of work, the candidate's papers shall provide evidence of any of the following:

- a) change in policy;
- b) impact on management and must advance the cause of policy direction;
- c) impact on policy implementation;
- d) initiation and or innovation of a new product or new policy directive;
- e) quality of Technical reports.

### **26.2.3. Human Relations/Public Relations**

Demonstrating attitudes that promote the good image of the University and exhibiting comportment in dealing with the University's internal and external publics.

### **26.2.4. Service**

Service to the community shall include contributions to the University community as well as contribution to the local, national and international community outside one's schedule of duties.

## **26.3. DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT**

### **26.3.1. Knowledge of Work/Ability in Work**

- a) Knowledge of technical specifications/codes
- b) Knowledge of government legislations on physical development and estate management
- c) Ability to work with minimal supervision
- d) Readiness to work outside schedule of duties
- e) Preparation of technical report
- f) Use of modern computer aided applications

### **26.3.2. Application of Knowledge/Promotion of Work**

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

Pre-contract services should include:

- i. advising clients;
- ii. developing briefs;

- iii. designing sketches, services, etc. (Designs must take into consideration environmental factors);
- iv. preparation of working drawings;
- v. preparation of bills of quantity and tender documents; and
- vi. preparation of preliminary estimates and cost plan.

Post-contract services should include the following:

- i. advising contractors;
- ii. supervising service, projects, etc. and valuation and preparation of certificates;
- iii. handing over of projects to the client;
- iv. giving initial guidance on maintenance of projects;
- v. preparation, negotiation and settlement of final accounts on projects;
- vi. contract administration (cost control); and
- vii. health and safety at work.

**b) Estate Management**

- i. Evidence of proper and sustained maintenance of estates
- ii. Control and maintenance of database of assets/landed property documents
- iii. Competency in property evaluation
- iv. Ensuring the enforcement of Management decisions/council decisions on encroachment are enforced
- v. Demonstrable ability in tenancy agreement negotiation

26.3.2.1. Impact Factors

In assessing promotion of work, the candidate's papers shall provide evidence of any of the following:

- a) change in policy;
- b) advance the cause of policy direction and implementation;

- c) initiation and or innovation of a new product or new policy directive;
- d) completing work within budget and on schedule; and
- e) value addition.

### **26.3.3. Human Relations/Public Relations**

Demonstrating attitudes that promote the good image of the University and exhibiting comportment in dealing with the University's internal and external publics.

### **26.3.4. Service**

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

## **26.4. DIRECTORATE OF INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES (DICTS)**

### **26.4.1. Knowledge of Work/Ability in Work**

- a) Up-to-date knowledge in ICT
- b) Knowledge of technical specifications involving networking, internet connectivity, etc.
- c) Capacity for sustained work
- d) Ability to work with minimum supervision
- e) Ability to deliver ICT work within budget and on schedule
- f) Readiness to work outside schedule of duties

### **26.4.2. Application of Knowledge/Promotion of Work**

Written reports/memoranda on ICT related issues must:

- a) lead to change in policy;
- b) impact on policy implementation; and
- c) solve ICT problems in the University.

#### 26.4.2.1. Impact Factor

In assessing promotion of work, the candidate's papers shall provide evidence of any of the following:

- a) change in policy;
- b) impact on management and must advance the cause of policy direction;
- c) impact on policy implementation;
- d) initiation and or innovation of a new product or new policy directive;
- e) provision of timely support for ICT and its related devices/infrastructure; and
- f) demonstrate initiative in effectively managing the ICT resources of the University.

#### **26.4.3. Human Relations/Public Relations**

Demonstrating attitudes that promote the good image of the University and exhibiting comportment in dealing with the University's internal and external publics.

#### **26.4.4. Service**

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

## **26.5. DIRECTORATE OF UNIVERSITY HEALTH SERVICES**

### **26.5.1. Knowledge of Work/Ability in Work**

- a) Up-to-date knowledge in the relevant field
- b) Ability to work with minimum supervision
- c) Initiative, resourcefulness and drive
- d) Capacity to work under pressure
- e) Good worker-client relationship
- f) Ability to work in times of mass casualties
- g) Readiness to work outside schedule of duties

### **26.5.2. Application of Knowledge/Promotion of Work**

Written reports on new trends in the profession which could lead to:

- a) better management of clients;
- b) prevention of diseases;
- c) innovation; and
- d) improved client-friendly services.

#### **26.5.2.1. Impact Factor**

In assessing promotion of work, the candidate's papers shall provide evidence of any of the following:

- a) change in policy;
- b) advancing the cause of policy direction and implementation;
- c) initiation and or innovation of a new product or new policy directive; and
- d) provision of timely support in respect of health delivery services.



### **26.5.3. Human Relations/Public Relations**

Demonstrating attitudes that promote the good image of the University and exhibiting comportment in dealing with the University's internal and external publics.

### **26.5.4. Service**

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

## **27. QUALIFICATIONS FOR PROMOTION**

### **27.1. REGISTRAR'S DEPARTMENT**

#### **27.1.1. Junior Assistant Registrar to Assistant Registrar**

An applicant seeking elevation to the rank of Assistant Registrar must have:

- a) been engaged in university/higher education management as a Junior Assistant Registrar for at least one (1) year;
- b) have authored at least two (2) papers since appointment as Junior Assistant Registrar;
- c) positive reports on his/her performance/contribution to the University; and
- d) two (2) favourable/positive referees' reports in support of the application.

### **27.1.2. Assistant Registrar to Senior Assistant Registrar**

An applicant must:

- a) have served as Assistant Registrar in the University for at least four (4) years;
- b) be a registered member of a relevant professional body and in good standing;
- c) have authored a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda, policy documents, reports or position papers in any area of general administration or relevant professional area since appointment/promotion to the rank of Assistant Registrar.
- d) show in his/her curriculum vitae, impact/achievements in the area of specialisation;
- e) have two (2) favourable/positive assessors' reports in support of the application

### **27.1.3. Senior Assistant Registrar to Deputy Registrar**

An applicant must:

- a) have served as Senior Assistant Registrar in the University or analogous institution for at least five (5) years;
- b) be a registered member of a relevant professional body and in good standing;
- c) have a minimum of twelve (12) papers (cumulative) in general administration or relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports or position papers should have been authored since the date of submission of

application for promotion to the rank of Senior Assistant Registrar or analogous rank;

- d) show in his/her curriculum vitae, evidence of impact/achievements in the area of specialisation;
- e) have two (2) favourable/positive assessors' reports in support of the application.

There shall be an interview at which one external assessor shall be present.

#### **27.1.4. Assistant Procurement Officer to Procurement Officer**

An applicant seeking elevation to the rank of Procurement Officer must:

- a) have served as Assistant Procurement Officer in the University for a minimum of one (1) year;
- b) be a member of any of the following professional bodies:
  - i. Chartered Institute of Procurement and Supply (CIPS)
  - ii. Ghana Institute of Procurement and Supply (GIPS);
- c) have positive reports on his/her performance/contribution to the University; and
- d) have at least two (2) papers to his/her credit.

#### **27.1.5. Procurement Officer to Senior Procurement Officer**

An applicant must:

- a) have served as Procurement Officer in the University or analogous institution for a minimum of four (4) years;
- b) be a registered member of a relevant professional body and in good standing;

- c) have authored a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda, policy documents, reports or position papers in the relevant professional area since appointment/promotion to the rank of Procurement Officer.
- d) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

**27.1.6. Senior Procurement Officer to Principal Procurement Officer**

An applicant must:

- a) have served as Senior Procurement Officer in the University or analogous institution for a minimum of five (5) years;
- b) have a Master's degree;
- c) be a registered member of a relevant professional body and in good standing;
- d) have a minimum of twelve (12) papers (cumulative) in the relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, reports or position papers, should have been authored since the date of submission of application for promotion to the rank of Senior Procurement Officer or analogous rank; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

There shall be an interview at which one external assessor shall be present.

## **27.2. DIRECTORATE OF FINANCE AND DIRECTORATE OF INTERNAL AUDIT**

### **27.2.1. Assistant Accountant/Assistant Internal Auditor to Accountant/ Internal Auditor**

An applicant seeking elevation to the rank of Accountant/Internal Auditor must:

- a) have served as Assistant Accountant/ Assistant Internal Auditor in the University for a minimum of one (1) year;
- b) be a member of any of the following professional bodies:
  - iii. Institute of Chartered Accountants, Ghana (ICA, Ghana)
  - iv. Association of Chartered Certified Accountants (ACCA)
  - v. Chartered Institute of Management Accountants (CIMA)
- c) have positive reports on his/her performance/contribution to the University; and
- d) have authored at least two (2) papers since appointment as Assistant Accountant/Assistant Internal Auditor.

### **27.2.2. Accountant/Internal Auditor to Senior Accountant/Senior Internal Auditor**

An applicant must:

- a) have served as Accountant/ Internal Auditor in the University or analogous institution for a minimum of four (4) years;
- b) be a registered member of a relevant professional body;
- c) have authored a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda, policy documents, reports or position papers in the relevant professional area since the date of submission of application for promotion to the rank of Accountant/Internal Auditor.

- d) show in his/her curriculum vitae impact/achievements in the area of specialisation; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

### **27.2.3. Senior Accountant/Senior Internal Auditor to Deputy Director**

An applicant must:

- a) have served as Senior Accountant/Senior Assistant Internal Auditor in the University or analogous institution for a minimum of five (5) years;
- b) have a Master's degree in the relevant area.;
- c) be a registered member of a relevant professional body and in good standing;
- d) have a minimum of twelve (12) papers (cumulative) in the relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports or position papers, should have been authored since the date of submission of application for promotion to the rank of Senior Accountant/Senior Internal Auditor or analogous rank; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

There shall be an interview at which one external assessor shall be present.

## **27.3. DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT**

### **27.3.1. Assistant Engineer/ Assistant Architect/ Assistant Planner/ Assistant Surveyor/ Assistant Land Economist/ Assistant Estate Officer/Assistant Curator to Engineer/ Architect/ Planner/ Surveyor/ Land Economist/ Estate Officer/ Curator**

An applicant seeking elevation to the rank of Engineer or its analogous rank must:

- a) have been engaged in a university or analogous institution as Assistant Engineer or its analogous position for at least one (1) year;
- b) have authored at least two (2) papers since appointment as Assistant Engineer/Assistant Architect/Assistant Planner/Assistant Surveyor/Assistant Land Economist/Assistant Estate Officer/Assistant Curator; and
- c) have positive reports on his/her performance/contribution to the University.

### **27.3.2. Engineer/Architect/Planner/Surveyor/Land Economist/Estate Officer to Senior Engineer/ Senior Architect/ Senior Planner/ Senior Surveyor/ Senior Land Economist/ Senior Estate Officer/Senior Curator**

An applicant must:

- a) have served as Engineer or analogous grade for at least four (4) years in the University;
- b) be a registered member of a relevant professional body and in good standing;
- c) have authored a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda,

policy documents, reports or position papers in the relevant professional area since the date of submission of application for the last promotion;

- d) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

Possession of Master's degree will be an added advantage.

### **27.3.3. Senior Engineer/Senior Architect/Senior Planner/Senior Surveyor/ Senior Land Economist to Deputy Director**

An applicant must:

- a) have served as Senior Engineer or equivalent rank in the University or analogous institution for at least five (5) years;
- b) possess Master's degree in the relevant area of specialisation;
- c) be a registered member of a relevant professional body and in good standing;
- d) have authored a minimum of twelve (12) papers (cumulative) in the relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, policy documents, technical reports or position papers, should have been authored since the date of submission of application for promotion to the rank of Senior Engineer/Senior Architect/Senior Planner/Senior Surveyor/ Senior Land Economist or analogous rank;
- e) show in his/her curriculum vitae, impact/achievements in the area of specialisation; and



- f) have two (2) favourable/positive assessors' reports in support of the application.

There shall be an interview at which one external assessor shall be present.

#### **27.4. DIRECTORATE OF INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES (DICTS)**

##### **27.4.1. Assistant Systems Analyst (Networks/Software Developer/ Cyber Security/ Administrator/E-Learning/Etc.) to Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.)**

An applicant seeking elevation to the rank of Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) must:

- a) have been an Assistant Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/ E-Learning/Etc.) for at least one (1) year;
- b) have authored at least two (2) papers since appointment as Assistant Systems Analyst;
- c) have positive reports on his/her performance/contribution to the University; and
- d) have two (2) favourable/positive referees' reports in support of the application.

##### **27.4.2. Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) to Senior Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning etc.)**

An applicant must:

- a) have served as Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) for at least four (4) years;
- b) be a registered member of a relevant professional body and in good standing;
- c) have authored a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda, software development, technical ICT solutions, report or network designs in ICT or relevant professional area after appointment or promotion to the rank of Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) or analogous rank;
- d) show in his/her curriculum vitae, evidence of impact/ achievements in the area of specialisation; and
- e) have two (2) favourable/positive assessors' reports in support of the application.

**27.4.3. Senior Systems Analyst (Networks/Software Developer/ Cyber Security/ Administrator/E-Learning/Etc.) to Deputy Director of ICT**

An applicant must:

- a) have served as Senior Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) for at least five (5) years;
- b) have a Master's degree in relevant area of specialisation;

- c) be a registered member of a relevant professional body and in good standing;
- d) have a minimum of twelve (12) papers (cumulative) in ICT or relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, software development, technical ICT solutions, reports or network designs, should have been authored since the date of submission of application for promotion to the rank of Senior Systems Analyst (Networks/Software Developer/Cyber Security/ Administrator/E-Learning/Etc.) or analogous rank;
- e) show in his/her curriculum vitae, evidence of impact/achievements in the area of specialisation; and
- f) have two (2) favourable/positive assessors' reports in support of the application.

There shall be an interview at which one external assessor shall be present.

## **27.5. DIRECTORATE OF UNIVERSITY HEALTH SERVICES**

### **27.5.1. Medical Officer 2/Assistant Pharmacist/Optometrlist 2/Nurse Manager 2/Assistant Medical Laboratory Scientist to Medical Officer 1/Pharmacist/Optometrlist 1/Nurse Manager 1/ Medical Laboratory Scientist**

An applicant must have:

- a) served as Medical Officer 2/Assistant Pharmacist/Optometrlist 2/Nurse Manager 2/Assistant Medical Laboratory Scientist for at least two (2) years;
- b) have authored at least two (2) papers since appointment as Medical Officer 2/Assistant Pharmacist/Optometrlist 2/Nurse Manager 2/Assistant Medical Laboratory Scientist;

- c) positive reports on his/her performance/contribution to health services delivery; and
- d) have two (2) positive referees' reports in support of the application.

**27.5.2. Medical Officer 1/Pharmacist/ Optometrist 1/Nurse Manager 1/Medical Laboratory Scientist to Senior Medical Officer/Senior Pharmacist/Senior Optometrist/Senior Nurse Manager/Senior Medical Laboratory Scientist**

An applicant must:

- a) have served as Medical Officer 1/Pharmacist/ Optometrist 1/Nurse Manager 1/Medical Laboratory Scientist in the University for at least four (4) years;
- b) have authored have a minimum of five (5) papers including at least one (1) refereed paper and at most three (3) each of memoranda, policy documents, reports or position papers in any area of health service delivery since appointment or promotion to the rank of Medical Officer 1/Pharmacist/ Optometrist 1/Nurse Manager 1/Medical Laboratory Scientist or analogous rank;
- c) show in his/her curriculum vitae, evidence of impact/achievements in the area of specialisation; and
- d) have two (2) favourable/positive assessors' reports in support of the application.

An applicant who obtains a specialist degree may apply for promotion to the next rank after two (2) years of service with the required minimum number of papers.

### **27.5.3. Senior Medical Officer/Senior Pharmacist/Senior Optometrist/ Senior Nurse Manager/ Senior Medical Laboratory Scientist to Deputy Director**

An applicant must:

- a) have served as a Senior Medical Officer/Senior Pharmacist/Senior Optometrist/Senior Nurse Manager/Senior Medical Laboratory Scientist for at least five (5) years OR a Specialist or Fellowship certificate with three (3) years of service as a Specialist or two (2) years of service as a Fellow;
- b) have a minimum of twelve (12) papers (cumulative) in health service delivery or relevant professional area. Seven (7) of the papers, including two (2) refereed papers and not more than three (3) each of memoranda, policy documents, reports, technical reports or position papers, should have been authored since the date of submission of application for promotion to the rank of Senior Medical Officer/Senior Dentist/Senior Pharmacist/Senior Optometrist/Senior Nurse Manager/Senior Medical Laboratory Scientist or analogous rank;
- c) show in his/her curriculum vitae, evidence of impact/achievements in the area of specialisation; and
- d) have two (2) favourable/positive assessors' reports in support of the application.

In all cases the applicant needs at least a specialist qualification to be promoted to the rank of Deputy Director and be a registered member of the relevant professional body and in good standing.

## **28. PAPERS REQUIRED FOR PROMOTION**

28.1. In submitting additional papers beyond the required minimum as stated below, the applicant shall be permitted as follows:

**Table 6: Number of Papers for Promotion**

<b>Rank</b>	<b>Minimum</b>	<b>Maximum</b>
Senior Assistant Registrar and Analogous	5	8
Deputy Registrar and Analogous	7	10

- 28.2. Papers tagged as ‘accepted and awaiting publication’ (both online and in print) shall be supported with verifiable letters from the Chief Editor of the journal or publisher.
- 28.3. The number of papers tagged as ‘accepted and awaiting publication’ shall not exceed 30% (approximate to the nearest whole number) of the minimum number of required papers that have been prescribed for the promotion sought.
- 28.4. Papers preceding the date of application for the current rank shall not be tended in for promotion for the next rank.

**29. EXCEPTIONAL PROMOTION**

- 29.1. This route is special as some pre-conditions listed above for promotion of an applicant can be waived at the discretion of the University Council and promotion granted to the next rank. These instances may be initiated only by the University Appointments and Promotions Board based on recommendation from the Administration Appointments and Promotions Committee.
- 29.2. The University’s Appointments and Promotions Board shall, in the first instance, seek permission from the University Council to initiate the process of assessment.

- 29.3.** The recommendation from the Administration Appointments and Promotions Committee shall be premised on any of the following:
- a) applicant's work output;
  - b) policies initiated by the applicant;
  - c) achievement (s) of the applicant; and
  - d) service to community.
- 29.4.** The Administration Appointments and Promotions Committee, in making the recommendation, should indicate the rank of special promotion being sought and provide a compelling justification.
- 29.5.** Upon receipt of approval from the University Council, the Appointments and Promotions Board shall request the potential candidate to submit a dossier for assessment. The dossier shall include evidence of the candidate's work output, achievement and service to community.
- 29.6.** The Appointments and Promotions Board shall invite two external assessors who have a track record of conditions stated in 29.3 to the Board for the determination of the merits of the application for special promotion.
- 29.7.** The report of the Appointments and Promotions Board shall be submitted to the University Council through the Registrar for consideration.

## **30. EVIDENCE OF PLAGIARISM**

- 30.1.** In the instance where an internal or external assessor makes a claim of plagiarized work, the Vice-Chancellor will constitute a Committee to investigate the matter. In the event that an applicant is found guilty, the matter shall be referred to University Disciplinary Committee. Depending on the nature and extent of the plagiarized work, the applicant may be instructed to retract the paper from all possible sources and barred from submitting any

application for promotion for two (2) years. Other tenets of UCC Plagiarism Policy may be invoked.

### **31. PROMOTION OF SENIOR MEMBERS (NON-TEACHING) ON STUDY LEAVE**

- 31.1.** A senior member who qualifies (ie. serves the required duration) for promotion and applies before leaving for study leave shall have his application processed. If he/she is successful, the effective date of the promotion shall be the date of application.
- 31.2.** A senior member who serves the required duration for promotion but did not apply may also apply while on study leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the study leave.
- 31.3.** A senior member who did not serve the minimum duration required for promotion before going on full time study leave does not qualify to apply while on study leave. He/she may apply for promotion only after he/she returns to post and completes the required years of service.
- 31.4.** A senior member on part-time study leave may also apply for promotion when he/she obtains the minimum required years of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.

### **32. PROMOTION OF SENIOR MEMBERS (NON-TEACHING) DUE TO RETIRE**

- 32.1.** Senior members who are due to retire from the University may submit their applications for promotion at least six (6) months before the age of sixty (60). Applications submitted outside this limit shall not be considered.



### **PART 3: COMMENCEMENT**

33. This document, having been approved by Council, shall come into force on the 1<sup>st</sup> Day of August, 2021.