

TABLE OF CONTENTS

1	APPOINTMENTS AND PROMOTIONS COMMITTEES	1
1.1	University Appointments and Promotions Committee	1
1.1.1	Composition	1
1.1.2	Quorum	2
1.1.3	Functions	2
1.2	Faculty Appointments and Promotions Sub-Committee	2
1.2.1	Composition	2
1.2.2	Functions	2
1.2.3	Conditions	3
2	APPOINTMENTS	4
2.1	General Provisions for Appointments	4
2.2	Assessable Areas for Appointments	4
2.3	Norms for Assessable Areas	4
2.4	Eligibility for Appointment	4
2.4.1	Assistant Lecturer/Assistant Research Fellow	4
2.4.2	Technical Instructor	5
2.4.3	Lecturer/Research Fellow	5
2.4.4	Senior Lecturer/Senior Research Fellow, Associate Professor, Professor	5
2.5	Procedure for Appointment	6
2.5.1	Invitation for Application for Appointment	6
2.5.2	Attainment and Performance Evaluation for Appointment	6
2.6	Deadline for Appointments	7
2.7	Effective Date of Appointment	7
2.8	Withdrawal of Offer of Appointment	7
2.9	Right of Appeal	7
2.10	Duration of Appointments	7
2.11	Renewal and Termination of Appointments	8
2.12	Contract Appointments	8
2.13	Appointment of Emeritus Professor	9
2.14	Honorary Appointments	9
2.15	Visiting Appointments	10
3	PROMOTIONS	10
3.1	General Provisions for Promotions	10
3.2	Assessable Areas for Promotions	10
3.3	Norms for Assessable Areas	10
3.4	Eligibility for Promotion	11
3.4.1	Senior Lecturer/Senior Research Fellow	11

3.4.2	Associate Professor	11
3.4.3	Professor	12
3.5	Promotion Under Special Circumstances	13
3.6	Procedure for Promotion	13
3.6.1	Invitation for Applications for Promotion - Academic Senior Members	13
3.6.2	Attainment and Performance Evaluation for Promotion	14
3.7	Deadline for Publication of Promotion Results	15
3.8	Effective Date of Promotion	15
3.9	Right of Appeal	15
4	GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION FOR PROMOTIONS	16
4.1	Evaluation of Teaching	16
4.2	Evaluation of Performance in the Promotion of Knowledge	17
4.3	Evaluation of Performance in Service	19
4.4	Appointment of Assessors	23
4.5	Status of Assessors	23
4.6	Materials for Internal Evaluation	23
4.7	Materials for External Evaluation	24
4.8	Copies of Documents to be Submitted	24
	APPENDIX A CRITERIA FOR APPOINTMENT OF LECTURERS/OTHER SENIOR MEMBERS	25
	APPENDIX B APPLICATION FOR APPOINTMENT	26
	APPENDIX C APPLICATION FOR PROMOTION	30
	APPENDIX D ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT	32
	APPENDIX E ASSESSMENT AND EVALUATION BY FACULTY APPOINTMENTS AND PROMOTIONS SUB-COMMITTEE	34
	APPENDIX F EXTERNAL ASSESSORS FORM	36

CRITERIA FOR APPOINTMENTS AND PROMOTIONS SENIOR MEMBERS (ACADEMIC STAFF)

1 APPOINTMENTS AND PROMOTIONS COMMITTEES (from Schedule B7 of the Statutes of UMaT)

To ensure consistency in the application of the criteria for appointments and promotions, there shall be one committee for appointments and promotions in the University. However there shall be faculty appointments and promotions sub-committees.

1.1 University Appointments and Promotions Committee

There shall be a University Appointments and Promotions Committee whose composition and functions shall be as follows:

1.1.1 Composition

Vice Chancellor as Chairman;

Pro Vice Chancellor;

The Registrar as Member/Secretary;

Two members of professorial status, at least one of whom shall be a professor, appointed by the Academic Board;

One alternate member who shall be a professor appointed by the Academic Board. Where there are no professors in the University, the Academic Board may appoint professors from outside the University;

Dean of the Faculty of the applicant; and Head of Department of the candidate under consideration provided that such Dean or Head of Department shall not be below the rank to which the candidate is seeking to be appointed or promoted.

Where the rank of either the Dean of Faculty or the Head of Department is below that of the position being considered, the Vice Chancellor may co-opt another person (or persons) to replace him (or them) at the meeting of the Committee.

With regard to interviews for fresh appointments to Administrative and Professional positions equivalent to Professorial status, an external Assessor

shall be appointed to serve on the Committee, but he shall not be entitled to vote.

1.1.2 Quorum

The quorum shall be Four (4) of the total membership.

- i. The Vice Chancellor shall be present at all appointments and promotions to professorial status and equivalent other than those specified under Schedules I & J of the Statutes.
- ii. For appointments and promotions to grades below those specified above, business shall be conducted only in the presence of either the Vice Chancellor or Pro Vice Chancellor.

1.1.3 Functions

The functions of the UAPC are as follows:

- i. To receive applications for appointments and promotions from Senior Members. Such applications shall, in the first instance, be considered by the Faculty Appointments and Promotions Sub-Committee or the Administrative Appointments and Promotions Sub-Committee as appropriate.
- ii. To make recommendations for the appointments and promotions of all senior members to Council for approval.

1.2 Faculty Appointments and Promotions Sub-Committee

There shall be a Faculty Appointments and Promotions Sub-Committee in each Faculty whose composition and functions shall be as follows:

1.2.1 Composition

- i. The Dean as Chairman;
- ii. All Heads of Departments in the Faculty;
- iii. All persons of professorial status in the Faculty;
- iv. The Faculty Officer, not below the rank of an Assistant Registrar shall be Secretary to the Committee.

1.2.2 Functions

- i. The Faculty Appointments and Promotions Sub-Committee shall consider applications for appointments and promotions to Senior Member positions in the Academic Departments in the University.

- ii. The Faculty Appointments and Promotions Sub-Committee shall meet at least twice in a Semester unless there are no applications to be considered.
- iii. Applications for appointments and promotions shall be forwarded to the Head of Department in the first instance. The Head of Department shall then forward each application with his comments to the Dean within one month of receipt of application. Upon his receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Sub-Committee for consideration at the next meeting. No application shall be withheld from the Faculty Appointments and Promotions Sub-Committee.
- iv. The Faculty Appointments and Promotions Sub-Committee shall consider all applications for appointments and promotions and shall forward the papers of all applicants with its comments and recommendations to the University Appointments and Promotions Committee.

1.2.3 Conditions

- i. Where the Dean is below the rank of the position being considered, all the papers of the candidate shall be forwarded to the University Appointments and Promotions Committee.
- ii. Where a Head of Department is below the rank of the position being considered, all papers of the candidate shall be forwarded to the Dean.
- iii. Where any member of the Faculty Appointments and Promotions Sub-committee is being considered for promotion, he shall not participate in the discussions.
- iv. No business shall be conducted by the Faculty Appointments and Promotions Sub-Committee unless there are, at least, three (3) members present.
- v. If in the observation of the provisions of Sections (ii) and/or (iv) above, the membership of the Faculty Appointments and Promotions Sub-Committee is less than three (3), then the papers of the candidate shall be forwarded directly to the University Appointments and Promotions Committee for its consideration.

2 APPOINTMENTS

2.1 General Provisions for Appointments

- i. Candidates for appointment must have at least a [research](#) master's degree
- ii. [All qualifications should be related to the relevant discipline](#)
- iii. Candidates must attend and pass an interview
- iv. Candidates must be certified as medically fit

2.2 Assessable Areas for Appointments

There shall be seven (7) assessable areas for appointment as follows:

- i. Qualification;
- ii. Experience;
- iii. Appearance;
- iv. General Intelligence;
- v. Reliability;
- vi. Background; and
- vii. Aptitude.

2.3 Norms for Assessable Areas

Each of the seven assessable areas (as defined in Appendix A) must be scored as follows:

- | | |
|--------------------------|--------|
| i. Qualification | ... 10 |
| ii. Experience | ... 10 |
| iii. Appearance | ... 5 |
| iv. General Intelligence | ... 20 |
| v. Reliability | ... 15 |
| vi. Background | ... 10 |
| vii. Aptitude | ... 30 |

2.4 Eligibility for Appointment

2.4.1 Assistant Lecturer/Assistant Research Fellow

For appointment to the grade of Assistant Lecturer or Assistant Research Fellow, applicants should be those who possess a [research](#) master's degree or

equivalent professional qualification in the relevant discipline.

In addition, they must have scored at least 60% of the total score and 60% in the assessable area “Aptitude” at the interview.

2.4.2 Technical Instructor

For appointment to the grade of Technical Instructor, applicants should Possess a **research** master’s degree or equivalent professional qualification in the relevant or allied discipline with considerable industrial/teaching/research experience in the relevant field. In addition, they must have scored at least 60% of the total score and 60% in the assessable area “Aptitude” at an interview.

2.4.3 Lecturer/Research Fellow

For appointment to the grade of Lecturer or Research Fellow, applicants should satisfy one of the following requirements:

- i. Possess a doctoral degree in the relevant discipline.
- ii. Possess master’s **research** degree (with research component) or equivalent professional qualification in the relevant discipline with at least two years teaching/research/industrial experience and should have registered for a PhD and in good standing in a recognised University.
- iii. Must be Technical Instructors who have taught for at least one year provided they have registered for a PhD and in good standing in a recognised University.
- iv. Must be Assistant Lecturers who have taught for at least two years provided they have registered for a PhD and in good standing in a recognised University.

In addition, in all cases the candidate must have scored at least 60% of the total score and 60% in the assessable area “Aptitude” at an interview.

2.4.4 Senior Lecturer/Senior Research Fellow, Associate Professor and Professor

For appointment to the rank of Senior Lecturer/Senior Research Fellow, Associate Professor or Professor, candidates must have attained the rank to which they are being appointed from a recognised university/research institution or must satisfy the criteria for appointment to that rank.

Candidates applying for positions higher than their current rank may opt to

accept appointment to their current rank while their application is processed and when successful, appointment will take retrospective effect.

In addition, they must have scored at least 60% of the total score at an interview.

The date of appointment, in all cases, shall take effect from the date of assumption of duty.

2.5 Procedure for Appointment

2.5.1 Invitation for Application for Appointment

- i. Appointments shall be made with the approval of the Vice Chancellor to fill vacant positions.
- ii. Heads of Departments who want academic staff to be appointed shall write to their Deans to seek approval of the Vice Chancellor.
- iii. Upon receiving approval of the Vice Chancellor, the Dean shall request the Registrar to advertise the position or direct prospective candidates to obtain application forms from the Registrar.
- iv. Completed application forms (Appendix B) shall be directed to the Registrar who in turn shall send them to the Dean of the Faculty. The Dean after obtaining recommendations from the Head of Department shall forward the documents to the Faculty Appointments and Promotions Sub-Committee.
- v. The Faculty Appointments and Promotions Sub-Committee shall write for confidential reports on the applicants and invite the applicants for interview.

2.5.2 Attainment and Performance Evaluation for Appointment

- (i) By the Head of Department
- (ii) By the Faculty Appointments and Promotions Sub-Committee
- (iii) By the University Appointments and Promotions Committee

2.5.2.1 Assessment by Head of Department

The Head of Department shall use the information provided by the applicant as a basis to recommend him/her for consideration by the Faculty Appointments and Promotions Sub-Committee.

In all cases, the Head of Department shall justify the need for appointment of

the applicant.

2.5.2.2 Assessment by Faculty Appointments and Promotions

Sub-Committee

The Faculty Appointments and Promotions Sub-Committee shall use the information provided by the applicant, Head of Department's recommendation and interview the applicant based on the assessable areas in Section 2.2 and make recommendations to the University Appointments and Promotions Committee.

2.5.2.3 Assessment by University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee using as a basis evidence provided by the applicant, the Head of Department, the Faculty Appointments and Promotions Sub-Committee, confidential reports and results obtained by interviewing the applicants.

2.6 Deadline for Appointments

Successful applicants shall be appointed as soon as practicable. Unsuccessful applicants shall be informed as soon as practicable.

2.7 Effective Date of Appointment

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

2.8 Withdrawal of Offer of Appointment

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

2.9 Right of Appeal

Unsuccessful applicants, on account of failure to assume duty on the agreed date, shall have the right to appeal within one month of receipt of their notification.

2.10 Duration of Appointments

- i. Assistant Lecturers/Assistant Research Fellows/Technical Instructors:
The duration of appointments to the Assistant Lecturer/Assistant

Research Fellow/Technical Instructor grade shall be two (2) years.

- ii. Lecturers/Senior Lecturers: Appointments shall normally be for six (6) years, the first year of which shall be regarded as a period of probation.
- iii. Associate Professors/Professors: This is a tenure appointment which shall be up to the compulsory retiring age.

2.11 Renewal and Termination of Appointments

- i. Assistant Lecturers/Assistant Research Fellows/Technical Instructors: Appointments shall normally be renewed for another two (2) years, at the end of which the appointment shall be terminated unless the candidate has earned appointment as a Lecturer/Research Fellow.
- ii. Lecturers/Research Fellows/Senior Research Fellows/Senior Lecturers: Appointments shall be reviewed before the end of the sixth year and may be renewed for no longer than three more years. In the case of a lecturer at the end of the ninth year, appointments shall be terminated unless candidates can be promoted to the next higher grade. In exceptional circumstances, appointments may, upon recommendations of the Faculty Appointments and Promotions Sub-Committee, be extended for a further period not exceeding two (2) more years, at the end of which the appointments shall be terminated unless the candidate has earned promotion to the next higher grade. In the case of a senior lecturer at the end of the ninth year appointments may be renewed yearly upon satisfactory performance.

2.12 Contract Appointments

- i. Eligibility: Appointment on contract beyond the compulsory retiring age may be recommended by the Faculty Appointments and Promotions Sub-Committee on evidence of the following:
 - (a) Good health;
 - (b) Non-availability of staff in a critical area of specialisation and there being no prospect of immediate recruitment; and
 - (c) Continued academic activity after his/her last appointment/promotion that can earn him/her the following in the performance areas: either (a) "High" performance in ANY TWO areas plus "Adequate" in the THIRD area or (b) "Good" performance in ALL THREE areas.

- ii. Duration: contract appointments for candidates of professorial status beyond the compulsory retiring age shall be for two (2) years in the first instance and may be renewed for two (2) years in the second instance followed by further renewals, one (1) year each, provided that there shall be justification for the renewal and that for each renewal the applicant is eligible (as-defined in Section 2.12 (i)).

Contract appointments for senior lecturers beyond the compulsory retiring age shall be for two (2) years in the first instance and may be renewed for two (2) years in the second instance followed by a further one (1) year renewal, provided that there shall be justification for the renewal and that for each renewal the applicant is eligible (as-defined in Section 2.12 (i)). Senior lecturers may be considered for part-time appointment after attaining the age of 65 years.

Lecturers shall not be considered for appointments on contract after attaining the compulsory retiring age of 60 years. Lecturers may however be considered for part-time appointment. No full-time appointment shall be renewed after the attainment of 70 years of age.

2.13 Appointment of Emeritus Professor

- i. Eligibility: A candidate for the position of Emeritus Professor shall have retired as a Professor in good standing and no longer in the employ of the University but must still be active in his/her field and be within easy reach of the University.
- ii. Nomination: Nomination of a candidate must be initiated by the Department, reviewed by the Faculty Appointments and Promotions Sub-Committee, recommended by the University Appointments and Promotions Committee and approved by Council.
- iii. Conditions of Service: No stipend shall be attached to the position, but the appointee shall have access to University facilities such as library, laboratory and secretarial support for his/her work; he/she may assist the work of the Department in any way he/she can, his/her expenses being paid for.

2.14 Honorary Appointments

Honorary appointments may be conferred on persons who have achieved distinction in their fields.

Nominations shall be reviewed by the Faculty Appointments and Promotions Sub-Committee which shall submit a recommendation including curriculum vitae to the University Appointments and Promotions Committee.

2.15 Visiting Appointments

Appointments of visiting scholars shall be upon the recommendation of the Head of Department.

The applications shall be reviewed by the Faculty Appointments and Promotions Sub-Committee which shall submit a recommendation including curriculum vitae to the University Appointments and Promotions Committee.

3 PROMOTIONS

3.1 General Provisions for Promotions

- i. Promotions should be based upon assessment of performance in the areas of attainment expected of staff, namely:
 - Teaching
 - Promotion of knowledge
 - Service

Equal importance should be accorded to each of the three areas of attainment.

- ii. There should be a deadline for publication of promotion results which should be within the academic year.
- iii. Provision should be made for promotions to cope with exceptional circumstances.

3.2 Assessable Areas for Promotions

The three assessable areas for promotion shall be as follows:

- i. Teaching
- ii. Promotion of knowledge
- iii. Service

3.3 Norms for Assessable Areas

Each of the three areas of attainment shall, for the purposes of promotion, be

assessed at one of the following four levels:

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

The basis for every assessment shall be fully defined at all levels of performance evaluation, namely by the Applicant himself or herself, the Head of Department, the Faculty Appointments and Promotions Sub-Committee, and the University Appointments and Promotions Committee.

3.4 Eligibility for Promotion

3.4.1 Senior Lecturer/Senior Research Fellow

For promotion to the rank of Senior Lecturer/Senior Research Fellow, candidates must have attained the following:

- i. Served as Lecturers/Research Fellows, or their equivalent for at least FOUR years.
- ii. Lecturers seeking promotion to Senior Lecturer grade must have conducted original research out of which they have a minimum total number of **six (6)** publications (as defined in Section 4.2) to their credit. At least **four (4)*** of the publications should be in refereed journals. Research Fellows** seeking promotion to Senior Research Fellow grade must have conducted original research out of which they have a minimum total number of **eight (8)** publications (as defined in Section 4.2) to their credit. At least **five (5)*** of the publications should be in refereed journals.
- iii. Their minimum scores in the three performance areas should be as follows, either:
 - (a) “High” performance in ANY TWO areas plus “Adequate” performance in the THIRD area; or
 - (b) “Good” performance in ALL THREE AREAS.

3.4.2 Associate Professor

For promotion to the grade of Associate Professor, candidates must have attained the following:

- i. Served as Senior Lecturers/Senior Research Fellows or in equivalent grades for a minimum of FOUR years.
- ii. Senior Lecturers seeking promotion to Associate Professor grade
- iii. must have conducted original research out of which they have a minimum total number of **ten (10)** publications (as defined in Section 4.2) after their promotion to Senior Lecturer grade, to their credit. At least **six (6)*** of the publications should be in refereed journals.

Senior Research Fellows*** seeking promotion to Associate Professor grade must have conducted original research out of which they have a minimum total number of **fifteen (15)** publications (as defined in Section 4.2), after their promotion to Senior Research Fellow grade, to their credit. At least **eight (8)*** of the publications should be in refereed journals.

- iv. Their minimum scores in the three performance areas should be as follows:
 - (a) “High” performance in ANY TWO areas; plus
 - (b) “Good” performance in the THIRD area.

3.4.3 Professor

For promotion to the grade of Professor, applicants must have attained the following:

- i. Served as Associate Professor for a minimum of FOUR years.
- ii. Conducted original research out of which they have a minimum total number of ten (10) publications (as defined in Section 4.2). At least seven (7) of the publications shall be after their promotion to Associate Professor. At least six (6)* of the seven (7) publications should be published in reputable refereed journals.
- iii. Their scores in ALL THREE areas of performance must be “HIGH”.

* In this context the least number of refereed journal papers implies the applicant must be a single author, co-author of **three (3)** authored paper or 1st author of multiple (**4** or more) authored paper.

** For promotion to Senior Research Fellow grade candidates must score “Good” in Promotion of Knowledge.

*** Senior Research Fellows seeking promotion to Associate Professor grade must score “High” in Promotion of Knowledge.

3.5 Promotion Under Special Circumstances

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

Exceptional performances are cases where the applicant has evidence of discoveries, inventions, contributions or achievements in the applicant's field of specialisation which have attracted national/international recognition such as Nobel Prize.

In all cases, candidates must be able to score a minimum of "GOOD" performance in Teaching and obtain the minimum score in service as in Section 4.3.

3.6 Procedure for Promotion

3.6.1 Invitation for Applications for Promotion - Academic Senior Members

- i. Members of staff who wish to be considered for promotion shall complete two application forms and submit them to the Dean of their respective faculties through their Heads of Departments. Application for promotion shall not be accepted from applicants in their last year of service.
- ii. Heads of Departments who receive applications for promotion shall forward them to the Dean together with their assessments of the candidates where applicable.
- iii. The Faculty Appointments and Promotions Sub-Committee shall consider all applications in the Faculty and submit recommendations for the consideration of the University Appointments and Promotions Committee. In submitting the recommendations, the Faculty Appointments and Promotions Sub-Committee shall attach:
 - (a) The completed application forms of the candidate (Appendix C).
 - (b) The Head of Department's assessment in all three areas of performance.
 - (c) Its comprehensive assessment of each candidate in all three areas of performance.
- iv. For promotion to Senior Lecturer/Senior Research Fellow grade, the University Appointments and Promotions Committee shall request and receive one external assessment of the candidate's publications.

- v. For promotion to Associate Professor or Professor grade, the University Appointments and Promotions Committee shall request and receive two external assessments of the candidate's publications. At least one of these assessors must be from outside the country.

3.6.2 Attainment and Performance Evaluation for Promotion

Assessment of candidates for promotion shall be made at four levels as follows:

- By the Applicant himself/herself;
- By the Head of Department;
- By the Faculty Appointments and Promotions Sub-Committee; and
- By the University Appointments and Promotions Committee.

3.6.2.1 Assessment by Applicant

Applicants for promotion should assess their own performance ("High", "Good", "Adequate" or "Inadequate") in the three areas of attainment and performance, stating reasons and justification for such assessments with supporting evidence, and submit their applications through their Heads of Departments to their respective Deans.

3.6.2.2 Assessment by Head of Department

The Head of Department shall certify the research claimed to have been conducted by the applicant and assess the applicant in the three areas of attainment and performance. For each area, the Head of Department shall assess the applicant (as outlined in Appendix D) as "High", "Good", "Adequate" or "Inadequate" with justifiable reasons and rationale. Where a Head of Department is below the rank of the grade to which the applicant is seeking promotion, the Head of Department shall not assess the applicant but forward all the documents of the applicant to the Faculty Appointments and Promotions Sub-Committee. In any case, no application shall be held by the Head of Department for more than one month after receipt of the application.

3.6.2.3 Assessment by Faculty Appointments and Promotions Sub-Committee

Faculty Appointments and Promotions Sub-Committee shall assess a candidate in all three areas (as outlined in Appendix E) and assess them as "High", "Good", "Adequate" or "Inadequate" with justifiable reasons and rationale. Where the Dean is below the rank of the position being considered, all the papers of the candidate shall be forwarded to the University Appointments and Promotions

Committee. The report of the Faculty Appointments and Promotions Sub-Committee together with all supporting documents shall be forwarded to the Vice Chancellor not later than one month after the sub-committee's meeting.

3.6.2.4 University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee using as basis evidence submitted by candidate's Head of Department, the Faculty Appointments and Promotions Sub-Committee and External Assessor(s).

3.7 Deadline for Publication of Promotion Results

The results of promotion exercises shall be published as soon as practicable. Results of all promotion shall be made known after approval by the University Council.

All promotions approved by Council shall be brought to the notice of Academic Board at its next meeting following the approval from Council.

3.8 Effective Date of Promotion

The effective date of promotion of successful candidates shall be from 1st October immediately after the submission of the application.

3.9 Right of Appeal

- a. Any Senior member aggrieved or dissatisfied by a decision of the University Appointments and Promotions Committee may within one month of the notification of the decision to him/her, appeal to the University Appointments and Promotions Committee.
- b. The University Appointments and Promotions Committee may, on receipt of appeals, review its own decisions affecting appointments/promotions of Senior Members at the next meeting of the Committee.
- c. Appeals considered by the University Appointments and Promotions Committee shall be placed before the University Council at its next meeting.
- d. If the Senior member is still dissatisfied with the outcome of his petition to the University Appointments and Promotions Committee, he may appeal to Council. In considering such appeals, Council may be assisted by an expert or experts appointed by Council.

4 GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION FOR PROMOTIONS

4.1 Evaluation of Teaching

(i) Indicators for Assessment

In assessing the performance in teaching, the following indicators shall be taken into consideration:

- a. Lecture load, preparedness and ability to handle various courses (Head of Department's Annual Report / Applicant's Exhibits).
- b. Ability to adapt teaching programme to accommodate new data/ideas (Applicant's exhibits).
- c. Regularity and punctuality to lectures (Students Assessment records / Applicant's Exhibits).
- d. Quality of lecture materials (lecture notes, hand-outs, slides, etc.) (Applicant's exhibits).
- e. Performance of students in examinations (Head of Department's Annual Report / Applicant's Exhibits).
- f. Ability to complete the syllabus (Students Assessment records / Applicant's Exhibits).
- g. Quality of examination questions and marking schemes (comments of external examiner/moderator / Applicant's exhibits).
- h. Punctuality in setting examination questions and marking of examination scripts (Head of Department's Annual Report / Applicant's exhibits).
- i. Supervision of project works and theses of undergraduate and postgraduate students (Head of Department's Annual Report / Applicant's exhibits).
- j. Students' reaction to and assessment of applicant's teaching and supervision (Students Assessment records / Applicant's Exhibits).

(ii) Weighting

Each indicator for assessment shall be weighted as follows:

8-10 points shall be awarded for excellent performance;

7-8 points shall be awarded for very good performance;
6-7 points shall be awarded for good performance;
5-6 points shall be awarded for average performance; and
below 5 points shall be awarded for poor performance.

By this point system, the maximum total points that can be scored by the applicant is hundred (100). The performance of an applicant in teaching shall be assessed to be as follows:

“High” if the total score is 80 to 100;
“Good” if the total score is 60 to 79.9;
“Adequate” if the total score is 50 to 59.9; and
“Inadequate” if the total score is below 50.

(iii) Assessors

Assessment of a candidate’s performance in Teaching shall be undertaken by the candidate himself/herself, by the candidate’s Head of Department, by the Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee.

4.2 Evaluation of Performance in the Promotion of Knowledge

(i) Indicators for Assessment

In assessing the performance in Promotion of Knowledge, the following indicators shall be taken into consideration:

- (a) Research;
- (b) Publications arising out of research;
- (c) Invention arising out of research; and
- (d) Development of technology or products arising out of research.

The following shall be considered and counted towards the Promotion of Knowledge:

- Refereed journal papers;
- Conference papers published in conference proceedings/peer reviewed document on exhibition;
- Published books and chapters in published books in the areas of specialisation of a standard useful for higher education; and
- Patented inventions and technologies or products.

(ii) Weighting

The following weighting shall be applied to publications:

Single authorship

- A refereed journal paper shall be counted as one (1) publication.
- A published conference paper/peer reviewed document on exhibition shall be counted as one (1) publication.
- A published book of a standard useful for higher education in the area of specialisation shall be counted as one (1) publication.
- A Patented invention/technology/product shall be counted as one (1) publication.
- A chapter in published book in the area of specialisation of a standard useful for higher education shall be counted as half (1/2) of a publication.

Co-authorship

- A refereed journal paper or a published conference paper/peer reviewed document on exhibition or patented inventions or technologies or products co-authored by **three (3)** people shall be credited as such, i.e. one (1) publication to each of the authors.
- A refereed journal paper or a published conference paper/peer reviewed document on exhibition or patented inventions or technologies or products co-authored by **four (4)** or more people shall be credited as one (1) publication for the principal author and half (1/2) a publication to each of the other authors.
- A published book in the area of specialisation of a standard useful for higher education co-authored by two (2) or more people shall be credited as half (1/2) of a publication to each of the authors.
- A chapter in a published book in the area of specialisation of a standard useful for higher education co-authored by two (2) or more people shall be counted as one fourth (1/4) of a publication to each of the authors.

Assessment of the quality of each publications with respect to creativity/originality, contribution to knowledge and scholarship/presentation shall be made and weighted as follows:

A maximum of:

14 points shall be awarded for each refereed journal paper;

10 points shall be awarded for each refereed Conference Proceedings paper (2

additional points shall be awarded to presenter of a conference paper);
8 points shall be awarded for each published book in the area of specialisation of a standard useful for higher education; and
6 points shall be awarded for each peer reviewed document on exhibition/ or patented inventions or technologies or products.

A minimum of Six (6) and a maximum of ten (10) papers shall be accepted for assessment and the performance of an applicant in Promotion of Knowledge from Lecturer to senior Lecturer.

For the position to Associate Professor and Professor, ten (10) papers shall be accepted for assessment and the performance of an applicant in Promotion of Knowledge. In all cases, the scores shall be weighted as follows:

“High” if the total points scored is 90 and above;
“Good” if the total points scored is 70 to 89.9;
“Adequate” if the total points scored is 50 to 69.9; and
“Inadequate” if the total points scored is below 50.

(iii) Assessors

Research and publications shall be certified by the candidate’s Head of Department, the Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee.

Publications shall be assessed by appointed external assessor(s) who are competent in the fields of the candidate’s specialty.

For promotion to the rank of Senior Lecturer, two (2) assessor shall be appointed. For promotion to the ranks of Associate Professor and Professor, two (2) assessors shall be appointed. At least one should be from outside the country.

4.3 Evaluation of the Performance in Service

(i) Indicators for Assessment

In assessing the performance in service, the following services shall be taken into consideration:

(a) *Service to the University*: This refers to activities other than teaching or promotion of knowledge formally assigned to staff at departmental,

faculty or university level. Examples of such acceptable services are:

- Appointments to administrative and other statutory positions;
- Membership of Boards and Committees;
- Membership of Non-statutory/Adhoc Committees;
- Special assignments on behalf of the University; and
- Participation in Seminars/Workshops/Functions/Meetings organised by the University/Faculty/Department.
- [Assessment of Students Thesis/Project Reports](#); and
- [Lecturers in Charge of Laboratories](#).

(b) *Service to the national or international community*: This refers to activities in which the applicant has used his knowledge and expertise in his field of specialisation for the benefit of the national or the international community. Examples of such acceptable services are:

- membership of national or international boards, committees, organisations and professional bodies;
- special assignments on behalf of the University;
- membership of editorial boards of recognised journals;
- external examiner or moderator or visiting lecturer/scholar or reviewer of journal papers
- external assessor for promotion of research/academic staff;
- technical and consultancy work (evidenced by reports, receipts) etc.; and
- public presentations on topical issues in area of specialisation.

Only services after last promotion shall count except for appointments to administrative positions.

(ii) Weighting

Assessment of each of the services with evidence shall be made and weighted as follows:

(a) *Service to the University (per position for maximum 2 terms)*

Administrative Positions

Pro Vice Chancellor	60
Deans	40
Vice Deans of Professorial status	30
Vice Deans of Non Professorial status	25
Heads of Departments of Professorial status	30
Heads of Departments/Senior Hall Tutors/Training & Exams Coordinators	20
Faculty Exams Officers/Training Officers/Heads of Sections/Other Coordinators	15
Departmental Exam Officers/Training Officers	10

Acting Positions

Three (3) months and above -50% of the position one is acting for

Membership of Committees (per committee for maximum 2 terms)

i) Statutory Committees (limited to members not serving in the capacity of their administrative position and for maximum 20 pts.)

Chairman	10
Secretary/other officials	8
Member	6

*ii) Non-Statutory Committees/Ad-hoc Committees (max. 5 times, and per term of up to two years, except**)*

	**Minor	*Major
Chairman	4	8
Secretary/other officials	3	6
Member	2	4
Academic Tutor/Peer Mentorship (limited to non administrative office holders)		4
Technical & Consultancy Work		2
Financial/Material Resource Mobilisation		10
Extension Work/Workshops (Resource Person)		6
Special Assignments on behalf of the University		2

Participation in University/Faculty/Dept Activities

(1 mark participation and for maximum 20 pts.)

Assessment of Students Thesis/Project Reports:

PhD Dissertation	3
Master's Thesis	2
Undergraduate Project work/report (for a maximum of 20 pts)	1
Lecturers in Charge of Laboratories	4

* Academic programme/syllabus committee, strategic planning committee, statutory university documents committee, investigative committees involving senior members, etc.

** General investigative/disciplinary committees involving students, junior and senior staff and other adhoc committees.

(b) Service to the National or International Community {max. 5 times and per term of up to two years (i – v)}

i. Chairman of National or International Committees/Professional Bodies	10
ii. Secretary/other officials of National or International committees/ Professional Bodies	8
iii. Membership of National and International Committees/ Professional Bodies/ Chair of a Conference Section	6
iv. Editor in Chief/Editor	10
v. Membership of Editorial Boards of recognised Journals	8
vi. External Examiner/Moderator/Visiting Scholar	10
vii. External Assessor for Promotion of Research/Academic Staff	10
viii. International Recognition	4
ix. Technical and Consultancy Work/Reviewer of Journal Papers/ Member of Accreditation Panel	4
x. Documented Public Presentations/Books of general interest	2
xi. Special Assignment on behalf of the University	2

In any case, the minimum scores obtainable in the various categories shall be as follows:

30 for Service to the University Community	- For promotion to all academic ranks
10 for Service to National and/or International Community	- For promotion to Senior Lecturer
20 for Service to National and 5 for Service to International Community	- For promotion to Associate Professor
20 for Service to National and 20 for Service to International Community	- For promotion to Professor

The performance of an applicant in Service shall be weighted as follows:

“High” if the total points scored is	100 and above;
“Good” if the total points scored is	50 to 99.9;
“Adequate” if the total points scored is	30 to 49.9; and
“Inadequate” if the total points scored is	below 30.

(iii) Assessors

Assessment of service shall be undertaken by the applicant, the applicant’s Head of Department, the Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee.

4.4 Appointment of Assessors

The appointment of assessors for appointments and promotions shall be the responsibility of the Vice-Chancellor acting on the recommendation of the Dean of the candidate’s Faculty.

4.5 Status of Assessors

Assessors are basically advisors to the University Appointments and Promotions Committee. Their recommendations are therefore not binding on the Committee. However, the assessment of the qualities of the applicant’s publications may be used by the University Appointments and Promotions Committee in arriving at the final assessment.

4.6 Materials for Internal Evaluation

For internal assessment candidates shall submit evidence of teaching and

service. Examples of materials for teaching:

- Lecture material;
- List of project/thesis supervision;
- Samples of questions and marking schemes;
- Students assessment records;
- Head of Departments Annual Reports; and
- Quality Assurance reports, etc.

Examples of evidence of service:

- Appointment letters/Contracts;
- Attendance list;
- Memos;
- Reports; and
- Receipts of payments, etc.

4.7 Materials for External Evaluation

Materials (i.e. publications of candidates) for External Assessment should not be excessive. Candidates are advised to select and submit at most the best ten (10) out of their publications for external assessment.

For Senior research fellow candidates are advised to select and submit at most the best (15) out of their publications for external assessment. Candidates must select and submit the required numbers of their publications (six copies and a soft copy of the publications) published since their last appointments/promotions for external assessment.

The materials are to be returned to successful candidates after the processes are completed.

4.8 Copies of Documents to be Submitted

Candidates are required to submit six (6) copies each of all documents.

APPENDIX A
UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA
CRITERIA FOR APPOINTMENT OF SENIOR MEMBERS
(ACADEMIC STAFF)

- 1. Qualification:** **10 marks**
Candidate must possess a minimum of MPhil/MSc/MA in the field of specialisation.
PhD - 10 marks MPhil/MSc/MA - 8 marks
- 2. Experience*:** **10 marks**
1 mark for each year of post qualification experience.
- 3. Appearance:** **5 marks**
Appearance (candidate should be decently dressed).
- 4. General Intelligence:** **20 marks**
Intelligence quotient (reasoning capability). Quick response to questions, logical presentation of facts/arguments, correctness of answers (accuracy), ability to analyse complex situations/problems.
- 5. Reliability:** **15 marks**
Can he/she influence others? Is he/she self-reliant? Is he/she steady and dependable? Is he/she responsible? Is he/she likely to stay?
- 6. Background:** **10 marks**
Background of candidate: Criminal record, integrity, uprightness, performance and behaviour at previous work place or study place.
- 7. Aptitude:** **30 marks**
Power of expression (command over language), courtesy, attentiveness, and good retentive memory (12 marks). In-depth knowledge in field of specialisation, special knowledge in writing research output (18 marks).

* Not applicable to appointment of Assistant Lecturers/Lecturers on UMaT staff development

APPENDIX B

UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA, GHANA APPLICATION FOR APPOINTMENT

This form is to be completed and returned (ten copies) to the Registrar University of Mines and Technology, Tarkwa or to the Overseas representative of Universities of Ghana Office, 321 City Road, London (EC IV IL)

Application for Appointment as

1. PERSONAL PARTICULARS

(a) Surname (Prof/Dr/Mr/Miss/Mrs/etc).....

(b) First or other Names

(c) Present Address in full

.....

(d) Telephone No.

(e) Email

(f) Nationality.....

Nationality at birth (if different)

Surname at birth (if different)

*If naturalised citizen, give number and date of certificate.....

*Aliens registration number.....

(g) Date and place of birth

(h) Whether single, married /or widow.....

(i) Full name and nationality at birth of

Fathernationality.....

Mother (maiden name).....nationality.....

Husband or wifenationality.....

(j) Number of children

i. Sons

Name Date of birth

Name Date of birth

Seniort High/Secondary/College/University	Date	
	From	To

Name Date of birth

ii. Daughters

Name Date of birth.....
 Name Date of birth.....
 Name Date of birth.....

**The above information is requested now as it may be needed at a later date for entry into Ghana*

From (Date)	Name and Address of Employer	State (A) Position held (B) Subject taught/Particulars of work (C) Salary
		(A) (B) (C)

2. EDUCATION

(a) Where educated

(b) Qualifications (degrees, certificates, diplomas, with classes, distinctions, etc.) and membership/fellowship of Professional bodies, giving the dates on which each was obtained:

(Date)		Name and Address of Employer	State (A) Position held (B) Subject taught/Particulars of work (C) Full-time or part-time
From	To		
			(A) (B) (C)..... (D) Reasons for leaving

(Date)		Name and Address of Employer	State (A) Position held (B) Subject taught/Particulars of work (C) Full-time or part-time
From	To		
			(A) (B) (C)..... (D) Reasons for leaving

(Photocopies of certificates should be attached).

3. TEACHING/RESEARCH/PROFESSIONAL/INDUSTRIAL EXPERIENCE:

- (a) Present Employment
- (b) Previous Employment
- (c) State Further Details of Teaching /Research /Professional/ Industrial Experience.

4. PUBLICATIONS/EXHIBITIONS (with Dates)

5. GENERAL

- (a) Have you ever lived in a tropical climate? If so, state when and where.
- (b) If engaged, how soon after notification of selection could you leave for Ghana or assume duty?

6. ADDITIONAL INFORMATION

The space below may be used for any additional information you wish to give (use separate sheet if required).

7. NAMES AND ADDRESSES OF THREE REFEREES

At least two of them should be able to report on your Academic /Professional competence. (names of relatives must not be given).

- i.
- ii.
- iii.

I certify that the information on this form is correct.

SIGNATURE OF APPLICANT

Date:

APPENDIX C
UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA
APPLICATION FOR PROMOTION
(SENIOR MEMBERS – TEACHING/RESEARCH STAFF)
TO BE COMPLETED IN DUPLICATE

Name of applicant (in block letters)

Present Designation

I wish to apply for the post of

In the Department of

I attach my full curriculum vitae including the following:

1. a) Academic degrees earned with dates
b) Institutions attended with dates
2. University teaching and/or research experience with dates:
 - a) Academic ranks held and subjects taught
 - b) Supervision of students project works/theses/research
 - c) Other professionally related experience
3. Details of research, projects or exhibitions undertaken since last appointment/ promotion to the University
 - a) Research conducted (topics with dates)
 - b) Publications arising out of the research
 - i) Refereed journal paper with exact references
 - ii) Published books and chapters in published books in the areas of specialisation for higher education
 - iii) Published conference papers with exact references
 - iv) Peer reviewed document on exhibitions
 - c) Contributions in co-authored publications
4. Conferences /Seminars and Workshops at which papers were read (with evidence)
5. List of publications:
 - i. List of all publications with exact references and unpublished materials
 - ii. List and copies of selected publications (not exceeding ten) for external assessment.
6. Record of service to the community (University, National, International)

with dates and supporting evidence.

7. My evaluation of my performance in the following areas of attainment with reasons and justification:

- a. Teaching
- b. Promotion of knowledge
- c. Service

SIGNATURE OF APPLICANT.....

DATE

Notes on EVALUATION (No. 7)

1. The applicant shall assess his/her own achievements as “High”, “Good”, “Adequate” or “Inadequate”, giving justification in the three areas of attainment.

- a. Teaching
- b. Promotion of knowledge
- c. Service

2. The Head of Department and the Faculty Appointments and Promotions Sub-Committee shall assess and evaluate the candidate’s achievements as “High”, “Good”, “Adequate” or “Inadequate” giving justification in the three performance areas.

APPENDIX D (CONFIDENTIAL)

ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT

(To be written or typed by the Head of Department himself/herself and signed under the following headings):

(i) Quality of Teaching

This assessment should sum up the applicants performance as a university teacher and how he/she discharges his/her departmental assignments related to teaching.

- a. Lecture load, preparedness and ability to handle various courses (Head of Department's Annual Report / Applicant's Exhibits).
- c. Ability to adapt teaching programme to accommodate new data/ideas (Applicant's exhibits).
- d. Regularity and punctuality to lectures (Students Assessment records / Applicant's Exhibits).
- e. Quality of lecture materials (lecture notes, hand-outs, slides, etc.) (Applicant's exhibits).
- f. Performance of students in examinations (Head of Department's Annual Report / Applicant's Exhibits).
- g. Ability to complete the syllabus (Students Assessment records / Applicant's Exhibits).
- h. Quality of examination questions and marking schemes (comments of external examiner/moderator / Applicant's exhibits).
- i. Punctuality in setting examination questions and marking of examination scripts (Head of Department's Annual Report / Applicant's exhibits).
- j. Supervision of project works and theses of undergraduate and postgraduate students (Head of Department's Annual Report / Applicant's exhibits).
- k. Students' reaction to and assessment of applicant's teaching and supervision (Students Assessment records / Applicant's Exhibits).

(ii) Promotion of Knowledge

- (a) Certify the following statements made by the applicant
- Research conducted (Topics with dates)
 - Publications arising out of Research
 - Journals in which papers are published
 - Contributions to research resulting in co-authored publications
- (b) Involvement in other departmental research and development activities (new products/technologies).
- (c) Certify publications/exhibitions listed by applicant.

(iii) Service

General contribution to the work of the University, national or international committees/organisations.

Assessment of the activities in which the applicant has used his/her knowledge and expertise in his/her field of specialisation for the benefit of the University, his/her community, the national or the international community.

APPENDIX E (CONFIDENTIAL)
**ASSESSMENT AND EVALUATION BY FACULTY APPOINTMENTS
AND PROMOTIONS SUB-COMMITTEE**

The Faculty Appointments and Promotions Sub-Committee will:

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

(i) Teaching

- a. Lecture load, preparedness and ability to handle various courses (Head of Department's Annual Report / Applicant's Exhibits).
- b. Ability to adapt teaching programme to accommodate new data/ideas (Applicant's exhibits).
- c. Regularity and punctuality to lectures (Students Assessment records / Applicant's Exhibits).
- d. Quality of lecture materials (lecture notes, hand-outs, slides, etc.) (Applicant's exhibits).
- e. Performance of students in examinations (Head of Department's Annual Report / Applicant's Exhibits).
- f. Ability to complete the syllabus (Students Assessment records / Applicant's Exhibits).
- g. Quality of examination questions and marking schemes (comments of external examiner/moderator / Applicant's exhibits).
- h. Punctuality in setting examination questions and marking of examination scripts (Head of Department's Annual Report / Applicant's exhibits).
- i. Supervision of project works and theses of undergraduate and postgraduate students (Head of Department's Annual Report / Applicant's exhibits).
- j. Students' reaction to and assessment of applicant's teaching and supervision (Students Assessment records / Applicant's Exhibits).

(ii) Promotion of Knowledge

- a. Certify the following statements made by the Applicant
 - Research conducted (Topics with dates)
 - Publications arising out of the Research
 - Journal in which papers are published
 - Contributions to research in co-authored publications
- b. Involvement in other Departmental Research and Development activities (new products/technologies) published/documented in recognised peer reviewed journals or patented.
- c. Certify Publications/Exhibitions listed by Applicant.

(iii) Service

General contribution to the work of the University; national or international committees/organisations

Assessment of the activities in which the Applicant has used his/her knowledge and expertise in his/her field of specialisation for the benefit of the University, his/her community, the national or the international community.

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

APPENDIX F (CONFIDENTIAL)
EXTERNAL ASSESSORS FORM

Table 1: Maximum Marks Awardable for each Criteria

Type of Paper	Cretivity or Originality	Scholarship & Presentation	Contribution to Knowledge	Total Marks
Journal				
Conference				
Book				
Chapter in Book				
Patent/Exhibition				

Table 2: Authorship Factors

Type of Paper	Single Author	Any of 2 Co-authors	1st of 3 or more Co-authors	2nd o& others of 3 or more Co-authors
Journal				
Conference				
Book				
Chapter in Book				
Patent/Exhibition				

Table 3: Assessment Sheet

Paper No.	Type of Paper (See table 1)	Cretivity or Originality (See table 1)	Scholarship & Presentation (See table 1)	Contribution to Knowledge (See table 1)	Total Marks (T) (See table 1)	Authorship Factor (F) (See table 2)	Score (TxF)
Total Score (Maximum total Score obtainable = 140)							
Rate (See below)							

Rate: A candidate’s promotion of knowledge is rated as follows:

- Inadequate if Total Score < 50
- Adequate if $50 \leq$ Total Score < 70
- Good if $70 \leq$ Total Score < 90
- High if $90 \leq$ Total Score \leq 140

