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UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA

CRITERIA FOR APPOINTMENTS AND PROMOTIONS SENIOR MEMBERS (NON ACADEMIC STAFF)

1 APPOINTMENTS AND PROMOTIONS COMMITTEES (from Schedule B1 of the Statutes of UMaT).

To ensure consistency in the application of criteria for appointments and promotions, there shall be one Committee for appointments and promotions in the University. However there shall be Faculty/Administration 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 Section/Unit of the candidate under consideration provided that such Dean or Head of Section/Unit 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 Unit is below that of the position being considered, the Vice Chancellor may co-opt another person (or persons) to replace him/her (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 one half (1/2) 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 Schedule G 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

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 Administration Appointments and Promotions Sub-Committee as appropriate.

ii) To make recommendations for the appointments and promotions of Professors, Associate Professors, including Honorary and Visiting Professors, Deans and Heads of Departments and other posts specified in Section 1.1.2 (i) to Council, through the Academic Board, for approval.

iii) To make recommendations to the Academic Board for the appointments and promotions of Senior Lecturers, Lecturers, and analogous grades.

iv) The Committee is empowered to make appointments and reappointments up to Lecturer and analogous grades, and report to the meeting of the Academic Board following the appointment, unless a member of the Committee objects to the appointment being made, in which case the decision shall be referred to the Academic Board.

1.2 Administration Appointments and Promotions Sub-Committee

There shall be an Administration Appointments and Promotions Sub-Committee whose composition and functions shall be as follows:

1.2.1 Composition

- The Pro Vice Chancellor as Chairman
- The Registrar
- The Finance Officer
- The Librarian
- The Internal Auditor
- The Head of Unit of the Applicant

The Sub-Committee may co-opt other members as appropriate to assist in its work.

1.2.2 Functions

i) The Administration Appointments and Promotions Sub-Committee shall consider applications for appointments and promotions to Senior Member positions in the Non-Academic Units in the University and shall forward the papers of all applicants with its recommendations to the University Appointments and Promotions Committee.

ii) The Administration Appointments and Promotions Sub-Committee shall meet at least twice in a Semester unless there are no applications to be considered.

iii) All applications for appointments and promotions shall be forwarded to the Registrar in the first instance. The Registrar shall then forward each application with his/her comments to the Administration Appointments and Promotions Sub-Committee for consideration. No applications shall be withheld from the Registrar, and the Registrar in turn shall not withhold any application(s) from the Administration Appointments and Promotions Sub-Committee.

iv) The Registrar in submitting his/her comments to the Administration Appointments and Promotions Sub-Committee must include the comments of the Head of Unit of the applicant unless the Head of Unit is below the position being sought by the applicant.

The Administration 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) Head of Unit shall not be below the rank of the position to which the candidate is seeking to be appointed or promoted.

ii) Where any member of the Administration Appointments and Promotions Sub-Committee is being considered for promotion, he/she shall not be present at the meeting.

iii) No business shalt be conducted by the Administration Appointments and Promotions Sub-Committee unless there are, at least, 50% of the members present.

iv) If in the observation of the provisions of Sections (ii) and/or (iii) above, the membership of the Administration Appointments and Promotions Sub-Committee is less than 50%, 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

Candidates for appointment must have at least a Master's Degree or

i)   Equivalent qualification.

ii) Candidates must attend and pass an interview.

iii) Candidates must be certified as medically fit.

2.2 Assessable Areas for Appointments

There shall be seven assessable areas for appointment as follows:

- Qualification
- Experience
- Appearance
- General Intelligence
- Reliability
- Background
- Aptitude

2.3 Norms for Assessable Areas

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

- Qualification   10
- Experience   10
- Appearance   5
- General Intelligence   20
- Reliability   15
- Background   10
- Aptitude   30

2.4 Eligibility for Appointment

REGISTRY

2.4.1 Junior Assistant Registrar

Candidates seeking appointment as Junior Assistant Registrar must possess a Masters Degree or its equivalent professional qualification.

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 (Basic School)

For appointment to the grade of Technical Instructor (Basic School), applicants should satisfy the following requirements:

i)   Must be a Professional Teacher with at least a Diploma in Education.

ii) Must possess a Master's Degree or equivalent professional qualification in the relevant discipline.

iii) Must have acquired at least six (6) years teaching experience, two (2) of which must have been acquired after obtaining the Master's Degree.

iv) In addition, the candidate must have scored at least 60% of the total score and 60% in the assessable area "Aptitude" at an interview.

v)   The position is terminal and the date of appointment shall take effect from the date of assumption of duty.

2.4.3 Assistant Registrar

For appointment to the grade of Assistant Registrar, applicants should possess at least a Master's Degree or equivalent professional qualification with at least two years working experience.

Junior Assistant Registrars who have worked for at least two years are eligible to apply for the position of Assistant Registrar.

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 Assistant Registrar and Deputy Registrar

For appointment to the rank of Senior Assistant Registrar and Deputy Registrar, 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, 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.

Registrar

Appointment shall be as provided by the Statutes.

FINANCE UNIT/INTERNAL AUDIT UNIT

2.4.5 Assistant Accountant/Junior Assistant Internal Auditor

Candidates seeking appointment as Assistant Accountant/Junior Assistant Internal Auditor must possess a Masters Degree in Accounting or Finance.

OR

Must possess the Final Examination Certificate of any of the following: i) Institute of Chartered Accountants (lCA) Ghana

ii) Association of Certified Chartered Accountants (ACCA)

iii) Chartered Institute of Management Accountants (CIMA)

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

2.4.6 Accountant/Assistant Internal Auditor

Candidate's seeking appointment as Accountant/Assistant Internal Auditor must possess a Masters Degree in Accounting or Finance with at least two years post qualification experience.

OR

Be a member of a recognised professional accounting body such as:

i) Institute of Chartered Accountants (lCA) Ghana

ii) Association of Certified Chartered Accountants (ACCA) Chartered Institute of Management Accountants (CIMA)

OR

Must have served as Assistant Accountant/Junior Assistant Internal Auditor or equivalent for a minimum of two (2) years in the service of the 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.

2.4.7 Senior Accountant/Senior Assistant Internal Auditor/Deputy Finance Officer/Deputy Internal Auditor

For appointment to the rank of Senior Accountant/Senior Assistant Internal Auditor and Deputy Finance Officer/Deputy Internal Auditor, Candidates must have attained the rank to which they are being appointed from a recognized 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, 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.

2.4.8 Finance Officer/Internal Auditor

Appointment shall be as provided by the Statutes.

LIBRARY UNIT

2.4.9 Junior Assistant Librarian

Candidates seeking appointment as Junior Assistant Librarian must possess a Masters Degree in Library/Information Studies.

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

2.4.10 Assistant Librarian

For appointment to the grade of Assistant Librarian, applicants should possess at least Masters Degree in Library/Information Studies with at least two years post qualification experience.

Junior Assistant Librarians who have worked for at least two years are eligible to apply for the position of Assistant Librarian.

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.

2.4.11 Senior Assistant Librarian/Deputy Librarian

For appointment to the rank of Senior Assistant Librarian/Deputy Librarian, 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, 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.

2.4.12 Librarian

Appointment shall be as provided by the Statues.

WORKS AND PHYSICAL DEVELOPMENT UNIT

2.4.13 Assistant Architect/Assistant Engineer/Assistant Quantity Surveyor

Candidates seeking appointment as Assistant Architect/Assistant Engineer/ Assistant Quantity Surveyor must possess any of the following qualification(s):

Masters Degree in Architectural Engineering, Engineering, Electrical Engineering, Building Mechanical Engineering;

OR

BSc Architectural Engineering plus Postgraduate Diploma in Architecture plus membership of the Ghana Institute of Architects (CIA) or a recognised professional body;

OR

BSc Design with Postgraduate Diploma in Architecture or its equivalent plus membership of the Ghana Institute of Architects (CIA) or a recognised professional body.

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

2.4.14 Architect/Engineer/Quantity Surveyor

For appointment to the grade of Architect/Engineer/Quantity Surveyor, applicants should possess at least Master's Degree plus membership of the Ghana Institute of Architects (CIA) or a recognised professional body with at least, two years post qualification experience.

OR

Bachelors Degree with Postgraduate Diploma in Architecture or its equivalent professional qualification plus membership of a recognised professional body;

Candidates with BSc and PgD must have acquired four (4) years post-

qualification experience in a reputable practicing office in related professional field plus membership of a recognised professional body and in addition, must have handled projects independently.

Asst Architect/Engineer/ Quantity surveyor who has worked for at least two years are eligible to apply for the position of Architect/Engineer/ Quantity surveyor, provided the applicant has acquired membership of a recognised professional body.

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.

2.4.15 Senior Architect/Senior Engineer/Senior Quantity Surveyor and Deputy Director of Works and Physical Development

For appointment to the rank of Senior Architect/Senior Engineer/Senior Quantity Surveyor and Deputy Director of Works and Physical Development, 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, 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.

2.4.16 Director of Works and Physical Development

Appointment shall be as provided by the Statutes.

ESTATE UNIT

2.4.17 Junior Assistant Estate Officer

Candidates seeking appointment as Junior Assistant Estate Officer must possess a Masters Degree in Land Economy or Estate Management or its equivalent professional qualification.

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

2.4.18 Assistant Estate Officer

Candidates seeking appointment as Assistant Estate Officer must possess a Masters Degree in Land Economy or Estate Management. A professional qualification awarded by a recognised professional body will be a plus. Candidates must have acquired at least two years relevant working experience.

Junior Assistant Estate Officers who have worked for at least two years are eligible to apply for the position of Assistant Estate Officer.

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.

2.4.19 Senior Assistant Estate Officer/Deputy Estate Officer

For appointment to the rank of Senior Assistant Estate Officer and Deputy Estate Officer, Candidates must have attained the rank to which they are being appointed from a recognized 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, 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.

ICT UNIT

2.4.20 Assistant Systems Analyst

Candidates seeking appointment as Assistant Systems Analyst must possess a Masters Degree in Computer Science and Engineering, Computer Science, Computer Engineering or its equivalent professional qualification.

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

2.4.21 Systems Analyst

Candidates seeking appointment as Systems Analyst must possess a Masters Degree in Computer Science and Engineering, Computer Science, Computer Engineering or its equivalent professional qualification with at least two years post qualification experience.

Assistant Systems Analysts who have worked for at least two years are eligible to apply for the position of Systems Analyst.

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.

2.4.22 Senior Systems Analyst/Deputy Director (ICT)

For appointment to the rank of Senior Systems Analyst and Deputy Director, (ICT) 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, 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.

2.4.23 Director (ICT)

Appointment shall follow the procedure provided in Schedule G in the Statutes for the Registrar, Finance Officer, Librarian and Director of Works and Physical Development.

2.5 Procedure for Appointment

2.5.1 Invitation for Application for Appointment

Appointments shall be made with the approval of the Vice Chancellor to fill vacant positions.

Heads of Units who want non-academic staff to be appointed shall write to the Registrar to seek approval of the Vice Chancellor.

Upon receiving approval of the Vice Chancellor, the Registrar shall advertise the position. The Head may also direct prospective candidates to obtain application forms from the Registrar.

Completed application forms (Appendix B) shall be directed to the Registrar who in turn shall send them to the Administration Appointments and Promotions Sub-Committee.

The Administration 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 Unit
(ii) By the Administration Appointments and Promotions Sub-Committee
(iii) By the University Appointments and Promotions Committee

2.5.2.1 Assessment by Head of Unit

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

In all cases, the Head of Unit shall justify the need for appointment of the applicant.

2.5.2.2 Assessment by Administration Appointments and Promotions Sub-Committee

The Administration Appointments and Promotions Sub-Committee shall use the information provided by the applicant, Head of Unit's recommendation and confidential reports, Registrar's comments, 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 Unit, the Administration 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) Junior Assistant Registrar and Analogous Grades: The duration of appointments to the Junior Assistant Registrar and analogous grades shall be two (2) years.

ii) Assistant Registrar/Senior Assistant Registrar and Analogous Grades: Appointments shalt normally be for six (6) years, the first year of which shall be regarded as a period of probation.

iii) Deputy Registrar and Analogous Grades: This is a tenure appointment which shall be up to the compulsory retiring age.

2.11 Renewal and Termination of Appointments

i)   Junior Assistant Registrar and Analogous Grades: Appointment to the Junior Assistant Registrar and analogous grades 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 Assistant Registrar and the analogous grade.

ii) Assistant Registrar/Senior Assistant Registrar and Analogous Grades: Appointments shall be renewed before the end of the sixth year and may be renewed for another three years. In the case of an Assistant Registrar or its analogous grade 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 Administration 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 Assistant Registrar and its analogous grades, at the end of the ninth year appointments may be renewed yearly upon satisfactory performance.

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:

• Performance at Work
• Promotion of Knowledge and Profession
• Service

i)   There should be a deadline for publication of promotion results which should be within the academic year.

ii) Provision should be made for promotions to cope with exceptional circumstances

3.2 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, the Head of Department/Section/Unit, the Administration Appointments and Promotions Sub-Committee, and by the University Appointments and Promotions Committee.

3.3 Eligibility for Promotion

3.3.1 Senior Assistant Registrar or Analogous Grades

For promotion to the rank of Senior Assistant Registrar and Analogous Grades, candidates must have attained the following:

i) Must have served as Assistant Registrar or in Analogous Grades for at least FOUR years.
(ii) Must have had at least, two publications, at least one of which should be in a journal.
(iii) Must have achieved at least "HIGH" in "Performance at Work" and at least,"GOOD" in any of the other two assessable areas.

OR

"GOOD" performance in all three assessable areas.
A score of "INADEQUATE" in any of the assessable areas disqualifies the candidate from promotion.

3.3.2 Deputy Registrar or Analogous Grades

For promotion to the rank of Deputy Registrar or Analogous Grades, candidates must have attained the following:

(i) Must have served as Senior Assistant Registrar or Analogous Grades for at least Four years.
(ii) Must have had at least, three publications after the last promotion, two of which should be in a journal.
(iii) Must have achieved at least "HIGH" in "Performance at Work" and,"GOOD" in the other two assessable areas.

3.4 Promotion under Special Circumstances

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

3.5 Procedure for Promotion

3.5.1 Invitation for Applications for Promotion: Non-Academic Senior Members

(i) Members of staff who wish to be considered for promotion shall complete two application forms and submit them to the Registrar through their Heads of Sections/Units. A copy of the letter of application should be forwarded to the Vice Chancellor. Application for promotion shall not be accepted from applicants in their last year of service.

(ii) Heads of Sections/Units who receive applications for promotion shall forward them to the Registrar together with their assessments of the candidates where applicable.

(iii)The Administration Appointments and Promotions Sub-Committee shall consider all applications in the Sections/Units and submit recommendations for the consideration of the University Appointments and Promotions Committee. In submitting the recommendations, the Administration Appointments and Promotions Sub- Committee shall attach:

(a) The completed application forms of the candidate (Appendix C).

(b) The Head of Section/Unit's assessment in all three areas of performance.

(c) Its comprehensive assessment of the candidate in all three areas of performance.

For promotion to Senior Assistant Registrar or Analogous Grades, the University Appointments and Promotions Committee shall request and receive one external assessment of the candidate's publications, memoranda, reports, etc. For promotion to Deputy Registrar and Analogous Grades, the University Appointments and Promotions Committee shall request and receive two external assessments of the candidate's publications, memoranda, reports, etc.

3.5.2 Attainment and Performance Evaluation for Promotion Assessment of candidates for promotion shall be made at four levels as follows:

i) By the Applicant himself/herself

ii) By the Heads of Sections/Units

iii) By the Administration Appointments and Promotions Sub-Committee
iv) By the University Appointments and Promotions Committee

3.5.2.1 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/Sections/Units to the Registrar.

3.5.2.2 Assessment by Heads of Sections/Units

The Heads of Departments/Sections/Units shall certify the claims made by the applicant and assess the applicant in the three areas of attainment and performance. For each area, the Head of Department/Section/Unit 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/Section/Unit is below the rank of the grade to which the applicant is seeking promotion, the Head of Department/Section/Unit shall not assess the applicant but forward 'all the documents of the applicant to the Administration Appointments and Promotions Sub-Committee. In any case, no application shall be held by the Head of Department/Section/Unit for more than one month after receipt of the application.

3.5.2.3 Assessment by Administration Appointments and Promotions Sub-Committee

Administration 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. The report of the Administration 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.

3.5.2.4 University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee using as basis evidence submitted by applicant, Heads of Departments/Sections/Units, the Administration Appointments and Promotions Sub-Committee and External Assessor(s).

3.6 Deadline for Publication of Promotion Results

The results of promotion exercises shall be published as soon as practicable. For Senior Assistant Registrar and Analogous Grades the results shall be made known immediately after passing through Academic Board. For Deputy Registrar and Analogous Grades, results shall be made known after approval by the University Council.

3.7 Effective Date of Promotion

The effective date of promotion of successful candidates shall be from the beginning of the academic year following the submission of the application.

3.8 Right of Appeal

i)   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.

ii) 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.

iii) Appeals considered by the University Appointments and Promotions Committee shall be placed before the University Council at its next meeting.

iv) In considering such appeals, the University Council may be assisted by an expert or experts appointed by the University Council.

3.9 Disqualification for Promotion

If one has a case pending before a disciplinary committee, one's promotion will not be considered by the University Appointments and Promotions Committee.

4. GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION FOR PROMOTIONS

4.1 Evaluation of Performance at Work
(i) Indicators for Assessment

In assessing 'Performance at Work', the following indicators shall be taken into consideration:

a)   Gets work/assignments completed accurately, on schedule and in line with

established procedures and policy (Head of Section/ Unit! Chairman of Committee /Applicant's Exhibits)

b) Ability to produce quality work (e.g. good minutes, reports, memos, drawings, documents, software or programme, etc)(Head of Section/Unit! Chairman of Committee/Applicant's Exhibits)

c) Punctuality and Regularity (Head of Section/Unit/Applicant's Exhibits)

d) Knowledge of work procedures (Head of Section/Unit! Applicant's Exhibits)

e) Ability to work on one's own (Head of Department/Section/Unit/ Applicant's Exhibits)

f) Ability to work under pressure (Head of Section/Unit/ Applicant's Exhibits)

g) Acceptance of Additional Responsibility (Head of Section/Unit/Applicant's Exhibits)

h) Human Relations (Attitude towards the people one works with/team player (Planning and Quality Assurance Unit)

i) Initiative, Foresight and Innovations (Head of Section/ Unit! Applicant's Exhibits)

j) Ability to inspire and motivate (Planning and Quality Assurance Unit)

(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

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 at work of the applicant shall be assessed to be as follows:

"High" if the total score is

"Good" if the total score is

"Adequate" if the total score is

"Inadequate" if the total score is

(iii) Assessors

Assessment of a candidate's performance at work shall be undertaken by the candidate himself/herself, by the candidate's Head of Department/Section/

Unit, by the Administration Appointments and Promotions Sub-Committee and by the University Appointments and Promotions Committee.

4.2 Evaluation of Performance in the Promotion of Knowledge/Profession

(i) Indicators for Assessment

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

(a) Publications
(b) Inventions
(c) Development of technology or products
(d) Exhibitions
(e) Contribution to Newspaper Columns, etc

The following shall be considered and counted towards the Promotion of Knowledge (with their respective maximum weights):

- Journal papers   - 30
- Conference papers published in conference proceedings
  (2 additional marks for presentation)   - 20
- Published books   - 15
- Chapters in published books, Patented inventions and Technologies, Products, Software or Programmes, Major drawings, Exhibitions, Unpublished conference, etc   - 10
- Reports, Memos, Manuals, Papers, Minutes, Bibliographies, Contributions to Newspaper columns, etc   - 6

(ii) Weighting

The following weighting shall be applied to publications:

- A single author or two co-authors of a paper shall count as one publication to each author.
- The first author of three or more co-authored paper shall count as one publication for the first author and half publication for all other authors.
- A single author or two co-authors of published books shall count as one publication for each author.

Three or more authors of a published book shall count as half publication to each of the authors (where there is no lead author). This principle shall apply to Patented inventions, Technologies, Products, etc, as well as reports, memos, etc.

A principal author of a three or more co-authored book shall count as one publication for the principal author and half publication for each of the other authors.

A single or two co-authored chapter in a published book shall count as half publication to each of the authors.

A maximum of ten (10) materials (publications, memos, books, minutes, bibliographies, etc) shall be accepted for assessment and the performance of an applicant in Promotion of Knowledge/Profession 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
"Inadequate" if the total points scored is   below 50

(iii) Assessors

Publications shall be certified by the candidate's Administration Appointments and Promotions Sub-Committee and by the University Appointments and Promotions Committee.

Head of Section/Unit, the Publications shall be assessed by appointed External Assessor(s) who are competent in the fields of the candidate's speciality.

For promotion to the rank of Senior Assistant Registrar and Analogous Grades, one (1) External Assessor shall be appointed.

For promotion to the ranks of Deputy Registrar and Analogous Grades, two (2) External Assessors shall be appointed.

4.3 Evaluation of the Performance in Service
(i) Indicators for Assessment/Weighting

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 routine professional schedule of work formally assigned to staff at Departmental, Sectional, Unit or University level. Examples of such acceptable services are:

• Hall Masters,   30
• Senior Hall Tutor   20
• Teaching   25

- Supervision of Students Dissertation
Doctorate	20
Masters	10
Bachelors	5
- Acting Statutory Positions (Three Months or more) 20
- Membership of Boards/Non-Statutory Committees/Adhoc Committees/ Special Committees
Chairman	10
Secretary	8
Member	6
Special assignments on behalf of the University	2

Participation in Seminars/Workshops/Functions/Meetings organised by the University/Faculty/Departments/Sections/Units (%/participation and for maximum 20 pts)

(b) Service to the National or International Community: This refers to activities in which the applicant has used his/her knowledge and expertise in his/her 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 (Professional bodies required for appointment are excluded)
Chairman	10
Secretary	8
Member	6

10 for Service to the University Community	-	For promotion to all ranks
10 for Service to National AND/OR International Community	-	For promotion to Senior Assistant Registrar or Anologous Grades
20 for Service to National AND 5 for International Community	-	For promotion to Deputy Registrar or Analogous Grades

- Membership of editorial boards of recognised journals
Chairman	10
Secretary	8
Member	6
- External Examiner or moderator or reviewer of journal papers 10

- External Assessor for promotion of non-academic member   10
- Technical and consultancy work (evidenced by reports) etc.   6
- Public presentations on topical issues in area of specialisation   2

Maximum 5 times per term of up to 2 years

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

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

"High" if the total points scored is   70 and above
"Good" if the total points scored is   40 to 69.9
"Adequate" if the total points scored is   20 to 39.9
"Inadequate" if the total points scored is   below 20

(ii) Assessors
Assessment of service shall be undertaken by the applicant, the applicant's Head of Department, the Administration Appointments and Promotions Sub-Committee and by 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 Head of the candidate's Department/Section/Unit.

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 documents 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 Performance at Work and Service. Examples of materials for assessment:

- Publications
- Inventions/Exhibits/Bibliography, etc
- Attendance List
- Memos
- Minutes
- Reports

- Head of Departments Annual Reports
- Quality Assurance reports on candidates' performance, etc.

Examples of evidence of service:
- Appointment letters/Contracts
- Attendance list
- Memos
- Reports
- Lecture material
- List of project/thesis supervision
- Receipts of payments,
- Letters of appreciation
- Certificates of Honour
- Citations, etc.

4.7 Materials for External Evaluation

Materials for External Assessment should not be excessive. Candidates are advised to select and submit at most the best ten (10) out of their materials for promotion of knowledge and profession for external assessment. Candidates must select and submit the required numbers of their materials (six copies and a soft copy of the materials) since their last appointments/promotions for external assessment. The materials are to be returned to successful candidates after the process is 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
(NON 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 Registrars and other Analogous Grades

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 ILJ)

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) Nationality……………………………………………………………
i. Nationality at birth (if different)
ii. Surname at birth (if different)
iii.*If naturalised citizen, give number and date of certificate…………...…….
iv.*Aliens registration number……………………………………..……
(f) Date and place of birth …………………………………………………
(g) Whether single, married /or widow………………………………………
(h) Full name and nationality at birth of
Father …………………………..nationality………………………………
Mother (maiden name)……………...nationality…………………………
Husband or wife …………………………nationality……………………

(i) Number of children
i. Sons
Name   Date of birth
Name   Date of birth
Name   Date of birth
ii. Daughters
Name   Date of birth
Name   Date of birth
Name   Date of birth

2. EDUCATION

(a) Where educated

Senior High/Secondary/College/University	Date	
	From	To

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

(Photocopies of certificates should be attached).

3. TEACHING/RESEARCH/PROFESSIONAL/INDUSTRIAL EXPERIENCE:

(a) Present Employment

(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 ....

(b) Previous Employment

(Date)		Name and Adress 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 ....
			(A) .... (B) .... (C)... (D) Reasons for leaving ....

(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 working experience (positions held with dates)
3. Professionally related experience such as conferences, seminars, workshops, etc
4. List of the publications:
i. a. Published with exact references
    b. Unpublished
ii. Copies of selected materials (not exceeding ten) for external assessment.

For promotion to all ranks, six copies each should be supplied
5. Record of service to the community (University, National, International) with dates and supporting evidence,
6. Evaluation of my performance in the following areas of attainment with reasons and justification:
a. Performance at Work
b. Promotion of Knowledge/Profession
c. Service

SIGNATURE OF APPLICANT.……………………
DATE …………………………………..

Notes on EVALUATION (No. 6)
The applicant shall assess his/her own achievements as "High", "Good", "Adequate" or "Inadequate", giving justification in the three areas of attainment.

a. Performance at Work

b. Promotion of Knowledge/Profession
c. Service

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 non-academic university staff and how he/she discharges his/her departmental assignments related to performance at work.

(a) Gets work/assignments completed accurately, on schedule and in line with established procedures and policy

(b) Ability to produce quality work (e.g. good minutes, reports, memos, drawings, documents, software or programme, etc)

(c) Punctuality and Regularity

(d) Knowledge of work procedures

(e) Ability to work on one's own

(f) Ability to work under pressure

(g) Acceptance of Additional Responsibility

(h) Human Relations (Attitude towards the people one works with/team player)

(i) Initiative, Foresight and Innovations

U) Ability to inspire and motivate

(ii) Promotion of Knowledge/Profession

(a) Certify the following statements made by the applicant

- Publications
- Inventions
- Journals in which papers are published
- Development of technology or product
- Exhibitions/Bibliographies, etc
- Contributions to research resulting in co-authored publications

(b) Involvement in other additional duties

(c) Certify publications/exhibitions, etc, 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.

Notes on EVALUATION (No.6)

The Head of Department/Section/Unit and the Administration 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.

a. Performance at Work

b. Promotion of Knowledge/Profession

c. Service

APPENDIX E (CONFIDENTIAL)

ASSESSMENT AND EVALUATION BY ADMINISTRATION APPOINTMENTS AND PROMOTIONS SUB-COMMITTEE

The Administration Appointments and Promotions Sub-Committee will:
(I)Evaluate the candidate and the Head of Department/Section/Unit's assessment of him/her under the following headings:

(i) Performance at Work

(a) Gets work/assignments completed accurately, on schedule and in line with established procedures and policy

(b) Ability to produce quality work (e.g. good minutes, reports, memos, drawings, documents, software or programme, etc)

(c) Punctuality and Regularity

(d) Knowledge of work procedures

(e) Ability to work on one's own

(f) Ability to work under pressure

(g) Acceptance of Additional Responsibility

(h) Human Relations (Attitude towards the people one works with/team player)

(i) Initiative, Foresight and Innovations

(j) Ability to inspire and motivate

(ii) Promotion of Knowledge/Profession

(a) Certify the following statements made by the applicant

- Publications
- Inventions
- Journals in which papers are published
- Development of technology or product
- Exhibitions/Bibliographies, etc
- Contributions to research resulting in co-authored publications

(b) Involvement in other additional duties

(c) Certify publications/exhibitions, etc, 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/Section/Unit's assessment;

(iii)the Administration Appointments and Promotions Sub-Committee's Evaluation and Recommendation; and

(iv)the minutes of the meeting of the Administration Appointments and Promotions Sub-Committee at which the candidate's application was considered.