

GHANA CHRISTIAN UNIVERSITY COLLEGE

Staff Development Policy

2017

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SECTION I

Policy Definitions

In this section of the Staff development policy are definitions of terminology you will meet in this document.

Academic performance standards: faculty or discipline-specific performance standards for all academic staff against which academic performance will be measured, particularly for the purpose of probation, promotion and performance management. The standards are qualitative, quantitative or a mixture of both across the three key areas of academic activity - research, education and service. They include identified 'minimum' performance standards, below which the staff member would be managed for unsatisfactory performance, and 'faculty expectation' standards, above which the staff member may be eligible for promotion, in accordance with the requirements outlined in this procedure.

Assessor: An expert in the field able to offer a balanced and confidential assessment of the candidate's standing in the field and of the merits of the application based on stated criteria. Assessors may or may not be known personally to the candidate and should be selected by the Dean.

APB Appointments & Promotions Board (APB). In accordance with the Staff Development Procedure – Academic Promotion Board, APB is responsible for receiving and considering applications for academic promotion-on to lecturer, senior lecturer or associate professor and professor from staff members not located in a faculty. APB is chaired by the Provost.

Achievement(s) relative to opportunity: is an evaluative framework in which the overall quality and impact of achievements is given more weight than the quantity, rate or breadth of particular achievements. Assessing achievements relative to opportunity involves giving consideration to circumstances, arrangements, career histories and overall time available to the staff member. This in turn allows appropriate evaluation of achievements in relation to:

- the quantum or rate of productivity,
- the opportunity to participate in certain types of activities, and
- the consistency of activities or output over the period of consideration.

Achievement relative to opportunity is a positive acknowledgement of what a staff member can and has achieved given the opportunities available and is not about providing "special consideration" or expecting lesser standards of performance.

Academic performance development plan: A planning template for academic staff to record three-year career and performance plans, strategies, annual achievement indicators and achievements.

Academic Performance Standards. Faculty or discipline specific performance standards for all academic staff against which academic performance will be measured, particularly for the purpose of probation, promotion and performance development. The standards are qualitative, quantitative or a mixture of both across the three key areas of academic activity - research, education and service. They include identified minimum performance standards, below which the staff member would be managed for unsatisfactory performance in accordance with this procedure.

Approved study course: all full-fee paying studies offered by Ghana Christian University College. Other types of study that may be accepted includes studies at institutions other than Ghana Christian

University College. As where the course is not offered by Ghana Christian University College or where the staff member has been unable to obtain a place in the same or similar course at Ghana Christian University College, studies at other institutions must meet criteria for relevance and benefit to the staff member's role and future related career at Ghana Christian University College. Courses at other education institutions that may be considered include those at graduate and postgraduate level (but not normally doctoral courses).

Commitment to Ghana Christian University College: this refers to the condition of staff giving a commitment to remain in the employ of the Institute for at least one year after the completion of any subjects which form part of the approved study course. Where a staff member departs the Institute without discharging the required commitment, then the staff member will not be eligible for any reimbursement associated with that year of study and will be required to repay the amount of fees reimbursed by the Institute for the previous year. If a staff member's employment ceases due to the expiry of their contract or the Institute terminating their employment (other than on the grounds of unsatisfactory performance and/or misconduct), the condition of discharging their commitment to Ghana Christian University College will not apply.

Conditional promotion: A conditional promotion means that the committee authorises the chairperson of the committee to approve the promotion if certain specific criteria are met before 1 May in the following year. A conditional promotion will come into effect on the date that the chairperson approves the promotion or 1 January in the year following the candidate's application, whichever is the later.

Conference: Conferences that may be acceptable to the Institute for conference leave purposes are those that are concerned with aspects of the work of a Institute faculty, division or work area and which will contribute to the work of the faculty or division or work area. It is expected that staff who obtain leave to attend the conference will be contributors to the conference, and may be presenting papers.

Conference papers: In this instance, conference papers refers to those papers that the leave applicant has been involved in writing, or will present to the conference. Where leave is applied for it is expected by the Institute that the applicant will be presenting their own paper to the conference (or in special cases that of another member of Ghana Christian University College staff).

Continuing Institute staff: staff members of the Institute engaged in full-time or fractional employment other than fixed-term, sessional or casual employment.

Counselling: A process in which the supervisor may advise the staff member about aspects of his/her performance that are giving rise to concern. The counselling process identifies what the issues under advisement are, to examine options for change and to point to ways in which the staff member may improve their performance. The counselling process also provides an opportunity for the staff member to furnish to the supervisor information about aspects of their performance, or about the context or contributing factors that are impacting on their behaviours.

Disciplinary actions: Actions by the Institute to discipline a member of academic staff including unsatisfactory performance, misconduct or serious misconduct, and may entail the following measures: formal censure or counselling; demotion by one or more classification level or increments; withholding of an increment; suspension with or without pay; and/or termination of employment.

Education- focused candidate: A candidate for promotion who is an education-focused academic (ie. his or her primary role is to provide a high standard of learning and teaching, educational design and delivery and educational leadership).

Faculty or Divisional Cluster: refers to a cluster of Schools and/or administrative Divisions that is serviced by a particular HR Service Hub. The Faculty or Divisional Clusters at the Institute are (1) Teaching & Research Staff, (2) Non-Teaching Staff, (3) Learning & Information Services

Faculty Promotion Coordinator: is a HR Business Partner within the relevant HR Service Hub (or nominee).

Field work: This is an activity related to the work of a staff member and the faculty, division or work area in which they are employed, but takes place in a setting outside of the Institute's usual sites and campuses. Field work in the appropriate geographical areas may be relevant to the research needs of scholars in such disciplines as anthropology, botany, language studies, and so on and may also encompass research in libraries with special resources or laboratories with specialised equipment or expertise not available locally. Field work should contribute to the responsibilities and capacities of those who are engaged in it, and is therefore, expected to have a tangible benefit to the Institute.

Fixed term Institute staff: staff members of the Institute engaged in fixed-term employment as defined under Academic and Professional Staff and Services Staff -Trades and Services Staff - Catering and Retail, Cleaning and Caretaking, and Miscellaneous Services Staff.

Financial assistance: Financial assistance is the amount of money and associated resources that the Institute is willing to provide to a staff member who obtains leave to attend a conference or undertake field work.

Head of Unit: head of an academic or organisational work unit, for example Head of School, Head of Department or where applicable, a person acting as his or her nominee. If there are no heads of unit within the faculty, a deputy dean or equivalent may be delegated the head of unit's responsibilities for the academic promotion process.

HR Service Hub: is the centre for human resources services and activities within a Faculty or Divisional Cluster.

HR Business Partner: is a member of the Ghana Christian University College HR community who operates as a strategic partner responsible for providing a range of human resources services for an assigned School or administrative Division. HR Business Partners are located within a HR Service Hub.

Leave to attend conferences or field work: This is leave that is associated with the work of the staff member and is usually considered to be a part of their employment. Absences to attend conferences will not normally exceed two weeks for any one conference. Absences to undertake field work is 10 weeks or less in any given year. Where possible, absences are to be during the between-teaching periods. Satisfactory arrangements to cover teaching and other commitments must be made if leave is requested during teaching times.

Levels of Academic position:

Level A	Lecturer II (Assistant Lecturer)
Level B	Lecturer I (Full Lecturer)
Level C	Senior Lecturer
Level D	Associate Professor (Reader)
Level E	Full Professor

Procedural irregularity: refers to where the Institute has not followed a process that is articulated in this procedure.

Other study related expenses and benefits: include text books and other study materials that may be reimbursed at the discretion of the head of unit. Staff are required to pay for these expenses and seek reimbursement at the end of the semester upon presentation of successful completion of subject(s) and a tax compliant receipt, evidencing payment of the expenses. Staff will not be reimbursed for computers, notebooks, stationery and any travel expenses associated with undertaking the course of study.

Referee: An expert in the field that is familiar with the candidate's work and able to offer a balanced assessment of the candidate's standing in the field and of the merits of the application based on stated criteria. Referees are selected by the candidate.

Reimbursement of fees: this term refers to a repayment of fees for approved study at an approved study course. Reimbursement of fees is at the discretion of the dean/divisional director or delegate. Staff may receive refunds for text-books and other study materials, but not for computers, notebooks, travel expenses and stationery.

Representative: A person chosen by the staff member, to assist them during a disciplinary process and who is not a practicing barrister or solicitor.

Salary packaging: refers to any arrangements made by the Institute to provide benefits in lieu of salary payments. Salary packaging that provides for the purchase of a notebook/laptop computer or similar device may be available

Staff Study support: eligible staff members who undertake an approved study course of relevance and benefit to their role and future career at the Institute may apply for reimbursement of fees, study leave and other related expenses and benefits.

Study leave: this refers to leave that is provided by the Institute to staff for the purpose of attending approved courses of study and related examinations. Study leave may also be taken for courses including undergraduate courses providing the course:

- relates to the staff member's current role and future development; and
- is reflected in the staff member's performance development plan.

Study leave is provided at the discretion of the dean, divisional director or delegate following a recommendation from the head of department or head of administrative unit. This leave is only approved where it does not involve additional costs to the Institute (including overtime). The period of study leave available for staff members employed for at least 0.5 full-time equivalent employment is up to 4 hours per week, and this may be taken in an accumulated form of larger blocks of time provided that this is approved by the dean, divisional director or head of administrative unit. Study leave may only be used for study purposes.

SECTION II

Policy Statement

The Institute is committed to creating a workplace that:

- acknowledges and adheres to the key staff development principles of feedback, growth and accountability;
- enables the continuous learning and self development of its staff;
- encourages staff to reach their full potential by offering career development opportunities;
- ensures staff are appropriately skilled to contribute to and support the Institute in achieving its objectives;
- ensures performance and development plans are aligned with organisational goals;
- encourages, recognises and/or rewards staff for high-performance and their work-related achievements;
- complies with relevant legislation and obligations; and
- is consistent with the values and principles stated in the Ghana Christian University College Ethics Statement.

Performance Development Process for Academic Staff

Ghana Christian University College offers a planning and review cycle that supports staff to reach their full career potential and to achieve their work goals.

A planning and review cycle based on the principles of growth, feedback and accountability that supports staff to reach their full career potential and to achieve their work goals. The process operates on a three year forward planning cycle that allows annual adjustments for changing priorities and circumstances. The process is intended to be a dynamic and interactive one between staff and supervisors which encourages trust and regular, open communication.

Supervisor Meeting

The academic head meets with performance development supervisors to convey expectations and to clarify goals

Annual Review and Planning Meeting

Performance development plans are reviewed for the past year and agreed upon for the coming year

Giving and Receiving Feedback

Regular, meaningful and constructive performance conversations occur between staff member and supervisor

Portfolio Development

Documents are collected throughout the year to present at review meetings

SECTION III

Staff Review and Development Scheme: Arrangements for appraisal

The Council and the Senate have approved the framework Staff Review and Development (SRD) Scheme covering all staff which is set out below. Guidance on aspects of the Scheme is issued by the Human Resources Division, who will periodically review the effectiveness of these arrangements, in consultation with the Heads of departments.

1. The purpose of the Scheme shall be to enhance work effectiveness and facilitate career development. The framework gives departments the flexibility to adapt their own local schemes.
2. The underlying objectives of the process shall be as set out below. The Scheme involves discussing ways in which the member of staff's work can be developed and ways in which any difficulties or obstacles to progress can be removed. It will ensure that staff are clear about their responsibilities and have a formal regular opportunity (at least every two years) to discuss any help they may need in meeting them.
3. Departments shall specify in their schemes the preparatory documentation to be supplied by a member of staff being reviewed, how both parties should prepare for the meeting, and how the action plan is recorded afterwards. Their scheme should cover the key stages in the Staff Review and Development process of planning, discussion, and recording, as set out below, and be submitted through the Human Resources Division for approval on behalf of the competent authority.
4. Accountability and responsibility for the operation of the Scheme will rest with each department. The Head of each department shall be responsible for co-ordinating the procedure before and after each cycle of reviews.
5. The competent authority shall make such changes in the procedure as they consider necessary in the interest of efficient operation.

Purposes of Staff Review and Development (SRD)

The SRD Scheme is intended to:

- provide an opportunity for reviewing in a positive and constructive way the work of an individual member of staff and how this has been carried out;
- ensure that the individual's contribution to the department is recognized and to agree specific objectives for the forthcoming review period;
- provide a means of balancing the ambitions and personal needs of the individual with the overall objectives of the department and institute as a whole;

- provide opportunities for the discussion of training needs for the current role and any development for future career opportunities;
- allow for the identification and discussion of difficulties or obstacles which hamper effectiveness.
- provide an opportunity for positive and constructive two-way review of work progress;
- allow agreement of an action plan;
- provide for discussion of training needs for the member of staff's current role and career development;
- allow for identification and discussion of difficulties or obstacles to effectiveness;
- provide a way of balancing personal needs and ambitions with the Institute's overall objectives.

Stages in the Staff Review and Development process

<i>Stage</i>	<i>Content</i>	<i>Process</i>
<p>Stage one: Preparation</p> <p>(a) <i>Planning</i></p> <p>Preparing for the discussion</p>	<p>A confidential review of the previous period and planning for the next period of review.</p>	<p>The member of staff concerned completes a preparatory review of progress.</p> <p>The reviewer plans for the discussion by completing a similar review of the member of staff's progress. Also, the reviewer specifies what documents the member of staff needs to bring to the review meeting and gathers together information on the Institute's and department's objectives.</p>
<p>(b) <i>Agenda</i></p> <p>Setting the agenda for the meeting</p>	<p>Both the reviewer and member of staff list what they would like to discuss at the meeting.</p>	<p>The member of staff identifies issues that he or she would like to discuss with the reviewer and lists them. This list may be passed to the reviewer to add additional items that he/she would like to raise, photocopy, and return it to the member of staff.</p>
<p>Stage two: Discussion</p> <p>A review meeting takes place</p>	<p>Reviewer and member of staff discuss the member of staff's progress over the review period, training and development needs, and</p>	<p>(1)The formal framework for the meeting is in accordance with the department's scheme.</p>

	agree on action plan for the future.	(2)A constructive, two-way open discussion takes place. (3)Actions resulting from the review are agreed, to be recorded after the meeting.
<p>Stage three: Recording</p> <p>(a) <i>Outcomes</i></p> <p>Recording the decisions and outcomes from the meeting</p>	The discussion and/or the decisions are recorded, including action plans and training needs. These remain confidential to the member of staff concerned and reviewer (and the Head of department if specified in the department's scheme).	<p>(1)The documents may be completed by either party so long as they are seen and signed by both. They may be signed by the Head of department (or his/her nominated representative if the Head is not the reviewer) if this is specified in the department's scheme.</p> <p>(2)Both the member of staff and the reviewer are given copies of the completed documents.</p> <p>(3)Staff Development Unit may be given a copy of the individual statement of agreed training and development outcomes, if this has been agreed with the member of staff.</p>
There are additional processes which may take place at departmental level:		
<p>(b) <i>Summary</i></p> <p>Listing and analysing the overall departmental needs</p>	Reviewers draw together the issues identified in individual reviews.	Each reviewer produces a summary of the generic issues identified in the review he or she has completed, and passes them to the Head of institution or his/her nominated representative, with suggestions for overcoming them. (This summary must be anonymous and must not refer explicitly or implicitly to any members of staff.)
<p>(c) <i>Institutional response</i></p>	The Head of department confirms that the process is completed and identifies any	Head or designated person co-ordinates all reviewer summaries to produce an

<p>Producing a departmental summary</p>	<p>training needs requiring central action.</p>	<p>overall Institute summary. This may be discussed at a meeting of all reviewers and fed back to staff generally to let them know in summary what issues have emerged and what steps are being taken to address them.</p> <p>Staff Development Unit may be informed of some generic training needs so that it can assist in meeting them and also so that the Unit can plan future Institute training activity appropriately.</p>
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SECTION IV

Staff Development Procedure – Management Unsatisfactory Performance

Preamble

The Institute supports staff members in their performance and development by providing the tools and support that will enable staff to reach and maintain expected performance standards within a given period of time. However, the Institute will take appropriate disciplinary action where a staff member's performance does not accord with required standards.

This procedure covers the management of staff where a supervisor is of the view that the staff member's performance is unsatisfactory. In this situation, the supervisor may counsel the staff member in accordance with the requirements of this procedure, including identifying the nature of the improvement required and the time within which reasonable improvement can be expected.

This procedure applies to all continuing and fixed-term academic staff employed at Ghana Christian University College.

Required performance standard: A staff member's required performance standard:

- is established by the supervisor with the staff member;
- is at or above the 'minimum' level of academic performance for the candidate's current level according to faculty's academic performance standards;
- contains clear and defined criteria for performance that are measurable; and
- contains criteria that are either qualitative or quantitative or a mixture of both.

Unsatisfactory performance report: A report issued by the supervisor and prepared after counselling and after, in the opinion of the supervisor, performance has not improved to a satisfactory level. An unsatisfactory performance report is provided to the relevant dean and the President and must state clearly the aspects of performance seen as unsatisfactory and record any attempts to remedy the issues. In preparing the report the supervisor should have referenced and, as appropriate, incorporated relevant excerpts from performance development reports.

Unsatisfactory Performance Review Committee: A committee formed when a staff member requests a review of the President's decision to take disciplinary action.

President: the Provost as the nominee of the President.

1. Planning for Performance Improvement

Where, in the opinion of the supervisor, a staff member's performance is regarded as unsatisfactory, the supervisor will arrange for a counselling discussion with the staff member.

The discussion will focus on how the staff member is to achieve the required performance standard and by when and what resources may be available to assist the individual to meet the required performance standard.

In the counselling session, the performance supervisor will:

- inform the staff member that his or her performance is not of an acceptable standard;
- discuss with the staff member why performance is not of an acceptable standard, and determine what issues might be affecting the staff member's ability to perform;
- explain the required performance standard, and the improvements that the staff member must make in their performance in order to meet the required performance standard;
- specify the timeframe within which the staff member must have improved their performance to the required standard;
- determine what resources and/or remedial actions are required to give the staff member a reasonable opportunity to quickly improve performance to the required standard within a specified timeframe (for example, directing the staff member to appropriate professional development); and
- confirm that the staff member may be subject to further disciplinary action if the staff member does not meet the required performance standard.

The staff member is able to ask questions of the supervisor, provide information about his/her performance, including mitigating factors, and to be able to request assistance in meeting the required performance standard where such assistance is available and suitable for the purpose.

At the end of the counselling discussion the staff member should have a clear understanding of:

- his/her performance (as assessed by his/her supervisor);
- how it is failing to reach the required performance standard;
- what is required of him/her to meet the required performance standard; and
- the set period of time in which their performance must improve.

The supervisor will keep a record of the counselling given and may upload any relevant documentation to the staff member's performance portfolio. A copy of any notes or documentation should also be provided to the staff member. In addition, the supervisor will ensure that relevant goals, strategies and achievement indicators are reflected in the staff member's performance development plan.

The supervisor will ensure that the resources and remedial measures that have been identified are accessible to the staff member in a timely fashion.

2. Reviewing Progress

Following the counselling discussions the supervisor will monitor the staff member's performance and will keep the staff member informed about how they are progressing in meeting the required performance standard. The supervisor may inform the staff member that he/she is meeting the required performance standard and maintaining it, or is making progress toward meeting the required performance standard after an agreed period and then maintaining it.

The supervisor will provide feedback to the staff member when he or she has met and continues to meet the required performance standard.

3. Disciplinary Action

The supervisor will discuss the possible need for disciplinary action with the head of department/school if the supervisor considers that no substantial improvement has occurred and that the required performance standard has still not been achieved, despite counselling, advice and assistance being provided to the staff member.

Where the supervisor is the head of department/school, the supervisor will discuss the matter with the dean, or appointed deputy dean/associate dean.

Where the head of department/school (or appointed deputy dean/associate dean) agrees with the supervisor that counselling has not produced the required improvements in performance, the supervisor and the head of department/school will prepare a formal unsatisfactory performance report in conjunction with the Workplace Relations Consultant assigned to their HR Service Hub. The report will then be submitted, circulated and considered.

The staff member will be provided with a copy of the report and be given 10 working days to provide a written response to the report to the dean and to the President.

Upon receipt of an unsatisfactory performance report and any written response from the staff member, the President will satisfy himself/herself that appropriate steps have been taken by the supervisor and may make such further enquiries as the President considers reasonable and appropriate to determine if disciplinary action should be imposed.

4. Unsatisfactory Performance Review Committee

Responsibilities

Staff Member

Staff members have a responsibility to perform their work to a standard that is acceptable to their supervisors and which conforms with the faculty-specific academic performance standards, work performance policies, objectives, and accountabilities of the work units in which they are engaged.

Where staff members are deemed to not be performing to the acceptable standard they have a responsibility to:

- use their best endeavours to quickly reach and maintain the required performance standard;
- appraise their supervisor of any matters that are affecting their ability to perform to required performance standard; and
- participate fully in any remedial measures that the Institute considers are suitable in assisting the staff member to attain and maintain acceptable work performance standards, including the steps set out in this procedure.

Supervisor

The supervisor is accountable to the Institute for:

- the performance of those whom they supervise;

- ensuring that the staff member understands the standards of performance that apply to the work that they are given, including the faculty-specific academic performance standards that apply to the staff member's level and (where applicable) the required performance standard set in accordance with this procedure; and
- ensuring that the performance of every staff member whom they supervise is of an acceptable standard, or if it is not of an acceptable standard that the staff member's performance is being actively managed in accordance with this procedure.

Where a staff member's performance is not of an acceptable standard, the supervisor has a responsibility to:

- identify the poor performance; and
- follow the steps set out in this procedure in order to give the staff member a reasonable opportunity to improve their performance to the required standard.

If, at the end of the specified timeframe, the staff member's performance has not met the required standard the supervisor has a responsibility to provide information to the head of the department/school about the failure of the staff member to meet the required performance standard and to provide whatever contextual information that the head of department/school requires to examine the matter and issues involved.

The supervisor also has a separate responsibility to advise the head of department immediately when he/she considers that serious misconduct has arisen. (Supervisors with concerns about the conduct of staff, as opposed to their performance, should refer to Conduct and Compliance Policy.)

Head of Department/Dean of School

The head of department/school is responsible for:

- ensuring that any poor performance within the department or school is identified and actively managed in accordance with this procedure;
- reviewing the issues and facts after an allegation of failure to meet the required performance standard has been made by the supervisor;
- ensuring that the supervisor has followed procedures, including counselling;
- ensuring that any report for the President examines the facts and provides information and recommendations about what actions are appropriate; and
- providing a copy of the report to the staff member who is the subject of the report.

Supervisors Meeting

The head of unit meets with the performance development supervisors to convey expectations and to clarify goals and objectives for the school / department for the coming year. As part of the meeting they should reflect and discuss achievements and challenges of the past year against previously agreed goals.

Giving and receiving feedback

Regular, meaningful and constructive performance conversations occur between staff and supervisors in a process of giving and receiving information-based, immediate, informal and verbal feedback, for the purpose of building trust and relationships.

Portfolio Development

Documents are collected throughout the year to present at review meetings. These may be a range of documents to substantiate performance achievements.

Leadership coaching

Leaders are increasingly realising the benefits of utilising coaches in the workplace. Coaching is provided one on one and tailored to the needs of the individual leader. Coaching can offer some of the following opportunities:

- improve work life and grow both individual and team performance and productivity
- develop new and improved ways of working
- integrate coaching skills into your own leadership style
- learn skills to become more effective in the workplace and managing a team
- provide space and time to enable self-awareness and self reflection
- challenge thinking, problem solving
- focusing on strategic planning
- evaluate behavioural patterns affecting decision-making ensuring that these are aligned to business goals
- develop communication methods and style -ensuring clear, effective and constant communication.

What does coaching involve?

Each Coach will provide a different approach and style of coaching, along with an array of coaching tools. Typically, the coaching process will involve:

- Confirmation of clients requirements and goals
- Agreement on coaching process including number of sessions
- Coaching sessions (may include use of diagnostic tools)
- Monitor and follow-up

SECTION V

Staff Development Procedure – Academic Promotion for Level B Candidates (Lecturer)

Preamble

Promotion at Ghana Christian University College is based on merit following a thorough and fair process. The Institute is committed to the principle of equal opportunity in promotion and recognizes that staff contribute to its vision and goals in diverse ways. The achievements of candidates for promotion are assessed relative to the particular circumstances of their career progression and the opportunities which have been available to them.

Candidates whom the dean resolves meet the criteria for promotion to lecturer are to be promoted irrespective of considerations such as the increased cost of staffing.

The process for promotion to lecturer is administered exclusively within the faculty or, where the staff member is not located in a faculty, the application will be considered by Appointments & Promotions Board. The process does not involve a promotion committee and may occur outside the normal promotion round for other levels.

This procedure applies to academic staff who:

- are appointed in the first instance as Assistant Lecturers for a two-year term because they hold a Master's degree. These are required to register as PhD Students by the end of the two-year term in order to qualify for promotion.
- are appointed to undertake research, education and service activities (including those appointed to undertake education-focused roles);
- have a current performance development plan; and
- are seeking promotion to lecturer.

Eligibility for Promotion

A successful application for promotion requires candidates to plan ahead as it takes time to assemble the case for promotion and supporting evidence and prepare the documents. A candidate must satisfy the dean that he or she has:

- been a sustained high performer at the present level of appointment, at or above the 'faculty expectation' level of academic performance for the candidate's current level according to the academic performance standards; and
- the capacity to perform satisfactorily at the level to which promotion is sought, at least at the 'minimum' level of academic performance for that level according to the academic performance standards.

It may take several years to develop a track record of research, education and service which demonstrates that the above criteria are met. For this reason, candidates who are at the top salary step at the time of their application are more likely to be successful.

A candidate who moved to Ghana Christian University College may refer in her or his application to achievements at the previous Institutes or universities. The dean should take these achievements into account when considering whether the candidate has met both of the criteria.

Overview of Academic Promotion Process

1. Preparing for Academic Promotion

In approximately March, information sessions will be held for prospective candidates.

It is highly recommended that candidates:

- intending to apply for promotion, should flag this intention at least one year ahead with their performance supervisor and record it in their performance development plan;
- check the Provost's Office for promotion round dates;
- attend the information sessions in the year prior to applying and in the year that their application will be submitted;
- discuss their proposed application with their performance supervisor and head of unit; and
- confirm their intention to apply prior to the opening round with their performance supervisor, head of unit and faculty promotion coordinator.

After discussion with the performance supervisor and head of unit, candidates who decide to proceed with the application for promotion are required to complete their applications in accordance with this procedure.

2. Candidates complete application forms

The Academic Promotion Application Form Level B is available in the office of the Provost or from the website. It comprises three sections, namely:

- part 1 - candidate details, weightings, statement of 'relevant personal circumstances', and curriculum vitae;
- part 2 - the case for promotion - achievements in research, education and service; and
- part 3 - sign off (by head of unit, performance supervisor and candidate).

Candidates applying for promotion to lecturer must:

- complete all relevant sections in parts 1 - 3 of the application form;
- attach full sets of any summarized teaching evaluations (if applicable)
- ensure that the completed application form is signed..

Part 1 – Candidate details and weighting, statement of 'relevant personal circumstances and curriculum Vitae

(a) Candidate details and weightings

Candidates must enter their work details including personnel number, classification level and current fraction. Candidates should contact their faculty officer if they need assistance in completing any of these details.

Candidates must allocate weightings to each of the categories of research, education and service within the parameters relevant to their academic focus. **The total weightings should add up to 100% and meet the minimum requirements for each category.**

Candidates must ensure that they have allocated a minimum weighting of:

- 30% each for the categories of ‘research’ and ‘education’; and
- 10% for the category of ‘service’.

All candidates should:

- consider the weighting of their case carefully and seek advice from their performance supervisor and head of unit before finally determining the balance;
- ensure that they provide a thorough description and supporting evidence of the relevant achievements in all areas of academic activity regardless of the weighting attached;
- make the final decision regarding the allocation of weightings; and
- be aware that the dean will focus on the quality and impact of achievement in the three areas of academic activity rather than the relative time spent on each.

(b) Relevant personal circumstances

Candidates should ensure that their application for promotion clearly specifies any relevant personal circumstances that will facilitate an assessment of his or her achievements relative to opportunity. The dean will evaluate relevant circumstances based on what the candidate has achieved given the opportunities available whilst ensuring that the indicators of quality and impact of achievements have been demonstrated. Candidates are not required to describe specific details about sensitive issues such as a medical illness. If it is important for specific details to be shared, a short and private discussion with the dean will suffice. Relevant circumstances may include:

- family responsibilities (for example child rearing, elder-care, illness of a partner or dependant);
- a temporary or permanent disability;
- relevant cultural expectations or circumstances;
- periods of part-time working; and/or
- absences due to ill-health or injury

Candidates who would like the dean to take into account relevant personal circumstances should:

- indicate which relevant personal circumstance applies in the relevant section of the promotion application form; and
- emphasize the impact that these circumstances have had on their ability to achieve during the time period that is being considered in the application i.e. since the last promotion or appointment.

(c) Curriculum Vitae

Candidates must provide a summary of their curriculum vitae in no more than three pages in length using a template provided.

Part 2 - The case for promotion –achievement in research and service

A candidate's case for promotion must include evidence of his or her achievements in the three academic areas of activity - research, education and service. The case for promotion must explain the quality and impact of the achievements claimed and must reference the academic performance standards both at the candidate's current level (expected to be at or above "faculty expectation" level) and the level to which promotion is sought (expected to be at least at the minimum level). The candidate's case for promotion may include:

- a list of research outputs;
- research funding;
- research supervision;
- summary of teaching evaluations; and
- summary of unit evaluations.
- Short course taken (both with and outside candidate's field of specialization)
- outstanding contribution towards the development of Ghana Christian University College

Candidates who moved to Ghana Christian University College from the same level of appointment or higher, and who have not since been promoted pursuant to this procedure may include evidence of achievements from that level of appointment at the previous GhanaCU or universities.

Candidates must:

- record research, education and service achievements in the cells and tables provided in Part 2 of the Academic Promotion Application Form Level B;
- list research outputs in chronological order (starting with the most recent), numbered and cited appropriately, including all authors and journal page numbers, where applicable highlighting the top five research outputs;
- provide clear evidence of their contribution to the publication when they are not the single author, for example by indicating their contribution with a percentage figure; and
- list their achievements and publications since their initial appointment to GhanaCU.

The performance supervisor's comments in the application must:

- refer to the staff member's performance as documented in her or his performance development plan,
- provide evidence that the staff member has met the criteria for promotion, and
- comment on whether the staff member has been a sustained high performer at or above the faculty expectation standard for their level of appointment and the capacity to perform satisfactorily at the level to which promotion is sought at least at the minimum level of academic performance according to the performance standards.

The dean will use this information to assess whether the candidate has met the criteria for promotion, taking into account the weighting allocated by the candidate.

Part 3 - Sign Off

The performance supervisor and head of unit must indicate whether they agree that:

- the research, education and service weightings chosen by the candidate are appropriate; and
- there is a prima facie case for the application to be considered by the dean.

The effective date of the promotion will normally be the date the application is approved by the dean.

The candidate must countersign this section of the application form to indicate that he or she has read the contents of the performance supervisor's comments and head of unit's comments. Only when the candidate has countersigned the comments can the complete application be submitted to the faculty promotion coordinator for the dean's consideration.

3. Candidates submit application forms to the faculty promotion coordinator

The candidate will submit the application to the faculty promotion coordinator.

The Faculty Promotion Coordinator will check that the application is complete. Only applications that comply with the instructions in the procedure and on the application form will be submitted to the dean for approval.

Once satisfied that the form is complete, and any required attachments are included, the faculty promotion coordinator will:

- acknowledge receipt of the complete application;
- advise the candidate that the application is being submitted to the dean for consideration;
- advise the candidate of the date by which they will be notified of the outcome; and
- advise the candidate that the timeframe may be extended should the dean require any further information from the candidate during the review process.

The faculty promotion coordinator will send the following to the dean and relevant Associate Deans: the application and any relevant attachments;

- a copy of the procedures; and
- a copy of the email acknowledgement sent to the candidate along with required timeframes for the dean's decision to be advised to the candidate.

4. The dean reviews the application

The dean will:

- assess the application and determine whether the candidate has met the criteria for promotion and
- consult with the associate deans responsible for education and research regarding the candidate's case for promotion.

The dean will inform the outcome in writing within fourteen days of receipt of the application.

Should the dean require any further information or clarification from the candidate, the faculty promotion coordinator will facilitate this process.

5. Candidates notified of outcome

Candidates will be notified in writing of the outcome of their application within 14 days of receipt of the application by the dean.

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The following parties will receive a copy of the outcome letter:

- performance supervisor,
- head of unit
- in cases where the candidate is from a campus with a pro vice-chancellor, a copy is provided to the pro vice-chancellor.

Unsuccessful applicants will be provided with written advice outlining the areas that need strengthening before a future application is lodged. It is suggested that the staff member uses this advice, in consultation with the performance supervisor and head of unit, to guide the development of their performance development plan.

The faculty promotion coordinator will keep a record of the application and will ensure that a copy of the application, together with the dean's letter to the staff member, is provided to the relevant HR Service Hub for staffing action.

Rehearing

Candidates not recommended for promotion may lodge an application for a rehearing on the basis that there has been a procedural irregularity resulting in material disadvantage. Candidates should seek the advice of the dean before lodging an application for a rehearing.

Responsibility

Provost: responsible for educational activities and projects within the GhanaCU including the oversight of the academic promotion process. As the chairperson, the Provost is responsible for ensuring that the committee members carry out a fair, confidential and objective assessment of applications for promotion.

Dean: as the chairperson of the faculty promotion committee, the dean is responsible for ensuring that committee members carry out a fair, confidential and objective assessment of applications for promotion.

Head of Unit and Performance Supervisor: the candidate's performance supervisor and head of unit are required to each provide a report that forms part of the academic promotion application form. If there are no heads of unit within the faculty, a deputy dean or equivalent may be delegated the head of unit's responsibilities for the academic promotion process.

SECTION VI

Staff Development Procedure – Academic Promotion for Candidates Levels C-E: Senior Lecturer, Associate Professor, Professor

Preamble

Promotion at Ghana Christian University College is based on merit following a thorough and fair process which applies to this procedure. The achievements of candidates for promotion are assessed relative to the particular circumstances of their career progression and the opportunities which have been available to them.

Candidates who satisfy the relevant promotion committee that they meet the criteria for promotion are to be promoted irrespective of considerations such as the increased cost of staffing.

Unless a candidate has been offered a conditional promotion, all promotions will take effect from 1 January of the year following the promotion decision. **All Professorial positions are subject to the statutes and regulations of the GhanaCU.**

A candidate may withdraw an application at any time prior to its consideration by the faculty committee.

This procedure applies to staff who:

- are appointed to undertake research, education and service activities (including those appointed to undertake education-focused roles);
- are seeking promotion to senior lecturer (C), associate professor/reader (D) or professor (E).

Eligibility for Promotion

A successful application for promotion requires candidates to plan ahead as it takes time to assemble the case for promotion and supporting evidence, prepare the documents, choose referees and ensure their availability.

Promotion candidates must satisfy the promotion committee that he or she has:

- been a sustained high performer at the present level of appointment, at or above the ‘faculty expectation’ level of academic performance for the candidate’s current level according to the academic performance standards; and
- the capacity to perform satisfactorily at the level to which promotion is sought, at least at the ‘minimum’ level of academic performance for that level according to the academic performance standards.

It may take several years to develop a track record of research, education and service which demonstrates that the above criteria are met. For this reason, candidates who are at the top salary step at the time of their application are more likely to be successful.

A candidate who moved to Ghana Christian University College from the same level of appointment or higher and who has not since been promoted pursuant to this procedure may apply for promotion and refer in her or his application to achievements at that level of appointment at the previous GhanaCU or universities.

Overview of Academic Promotion Process

1. Academic Promotion Round Opens

The promotion round normally opens in May and closes in June each year.

Approximately two months prior to the commencement of the academic promotion, round information sessions will be held for prospective candidates.

It is highly recommended that candidates:

- intending to apply for promotion, should flag this intention at least one year ahead with their performance supervisor and record it in their performance development plan;
- check the [academic promotions website](#) for promotion round dates;
- attend the information sessions in the year prior to applying and in the year that their application will be submitted;
- discuss their proposed application with their performance supervisor and head of unit; and
- confirm their intention to apply prior to the opening round with their performance supervisor, head of unit and faculty promotion coordinator.

In addition to discussions with their performance supervisor and head of unit, candidates for promotion to professor (level E) should discuss their proposed application with the dean of their faculty. It is expected that candidates for level E promotion will have the support of the dean, the head of unit and their performance supervisor in making an application.

Candidates who decide to proceed with the application for promotion are required to complete their applications in accordance with this procedure.

Candidates should be mindful of the need to consult early in the round with their:

- faculty promotion coordinator to be clear of any faculty-specific requirements or key dates;
- performance supervisor and head of unit to negotiate timely completion of reports; and
- referees to determine their willingness to support the application.

2. Candidates Complete Application Forms

The Academic Promotion Application Form Levels C-E comprises four sections, namely:

- part 1 - candidate details, weightings, referees and assessors, statement of ‘relevant personal circumstances’ and curriculum vitae;
- part 2 - the case for promotion - achievements in research, education and service;
- part 3 - sign-off (by performance supervisor, head of unit, candidate); and

- part 4 - associate dean reports.

In addition, candidates may attach a maximum of five pages of supporting evidence. Candidates applying for promotion must:

- complete all relevant sections in parts 1 - 4 of the application form; and
- ensure that the completed application form is signed and submitted with relevant attachments by the promotion round closing date.

The promotion committees will only accept applications that comply with the instructions on the application form. The committee may call for further information about the summarised material.

Part 1 – Candidate details and weighing, referees and assessors, statement of ‘relevant personal circumstances’ and curriculum vitae.

(a) Candidate details and weightings

Candidates must enter their work details including personnel number, classification level, current fraction and promotion level sought. Candidates should contact HR Enquiries via phone 02435 23456 if they need assistance in completing any of these details. In addition to this, candidates should enter their contact details including preferred address for correspondence.

Candidates must allocate weightings to each of the categories of research, education and service within the parameters relevant to their academic focus. **The total weightings should add up to 100% and meet the minimum requirements for each category.**

Candidates (except education-focused candidates) must ensure that they have allocated a minimum weighting of:

- 20% for ‘research’ and 30% for ‘education’; or
- 30% for ‘research and 20% education’; and
- 10% for the category of ‘service’.

Education-focused candidates are required to allocate weightings of:

- a maximum of 85% for education, with a particular emphasis on educational design and delivery and educational leadership;
- a minimum of 5% for research; and
- a set 10% for service.

Education-focused candidates are encouraged to consult the Academic Promotion Guidelines for Education-focused Candidates Levels B - E for specific information relating to their application.

Candidates wishing to apply for promotion from senior lecturer to reader are required to allocate weightings of:

- 70% weighting to research, with a particular emphasis on research leadership;
- 20% for education; and
- 10% for service.

Senior lecturers or associate professors who are currently in a leadership role or have been in such a role within the University for a substantial period may apply under a special case for promotion to associate professor or professor based on outstanding service. An application under this provision must make a case that justifies a weighting of:

- 60% for service with a significant emphasis on the impact that leadership has had on the University, community/discipline; and
- 40% for research and education combined, with a minimum of 10% for each, if it reflects the agreed performance development plan of the candidate.

All candidates should:

- consider the weighting of their case carefully and seek advice from their performance supervisor, associate deans and head of unit before finally determining the balance;
- choose weightings that strengthen their case in relation to achievements and reflect the assessments made annually as part of the Performance Development Process: Academic Staff and also the faculty's expectations as set out in the academic performance standards for the level to which promotion is sought;
- ensure that they provide a thorough description and supporting evidence of the relevant achievements in all areas of academic activity regardless of the weighting attached;
- make the final decision regarding the allocation of weightings; and
- be aware that promotion committees will focus on the quality and impact of achievement in the three areas of academic activity rather than the relative time spent on each.

(b) Referees and Assessors

Candidates should be careful when choosing referees and take into account the prospective referees' seniority, standing, familiarity with the candidate's work and capacity to make an objective evaluation. Candidates may wish to take advice from their performance supervisor or head of unit.

Candidates applying for promotion must have the following referee and assessor reports:

- for **senior lecturer** (level C), four referee reports;
- for **associate professor/reader** (level D), two referee reports and four assessor reports (maximum of one referee report from Ghana Christian University College and minimum of one assessor report from outside Ghana*); and
- for **professor** (level E), three referee reports and four assessor reports (maximum of one referee report from Ghana Christian University College and a minimum of three assessor reports from outside Ghana*).
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****Assessors should be from outside Ghana except where the most eminent scholars in a particular discipline are based in Ghana, as determined by the relevant dean.***

Referees and assessors will be asked to:

- provide an opinion drawn from their understanding of the achievements expected of an academic at the relevant level in their particular field, including whether the candidate's work aligns with internationally recognised academic standards in that field;
- comment on the application submitted (in its entirety) and make an assessment of the candidate's achievements in a specific area of activity in the particular circumstances of the case;
- indicate the extent of their support for the candidate's application; and

- for assessors, indicate whether the candidate would be promoted at their University or institution.

Prior to completing the referee section of the application form, candidates should:

- contact referees to ascertain their willingness to provide a confidential written report;
- provide referees with a copy of their application for promotion and a copy of this procedure; and
- **establish that the referees will be available to provide a written report prior to the promotion committee meeting.**

Candidates must include in their application the name, postal address, fax number and business or institution email address of all referees. In addition, candidates must comment on each referee's qualification to provide a report and the reason why each has been nominated.

The head of unit will write a comment on each of the referees selected by the candidate in the relevant sections of part 1B of the application form.

The faculty promotion coordinator and/or a representative of the promotion committee will make all reasonable efforts to contact the referees listed. **Referee reports will be provided** in English, unless prior arrangements are made with the faculty promotion coordinator.

If a candidate who is unsuccessful one year applies for promotion again the following year, he or she may use the referee report from the previous application. In this situation, the faculty promotion coordinator will contact the referee to provide her or him with the opportunity to update the original report.

Assessors (only for candidates applying for promotion to levels D and E)

Candidates applying for promotion to associate professor/ reader (level D) and professor (level E) should remind the head of unit and/or the dean of the requirement for the dean to nominate four assessors at the point where they confirm their intention to apply within two weeks of the opening round (refer to section 1).

In consultation with the head of unit, the dean will nominate four assessors for applications to associate professor/reader and professor.

The head of unit will then:

contact each assessor to determine her or his willingness and availability to provide an assessment of the candidate;

- provide details to the faculty promotion coordinator; and
- record the details of the assessors on the candidates application form where indicated.
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The faculty promotion coordinator will:

- be the contact point for communication with the assessor;
- provide assessors with a copy of the candidate's application for promotion;
- provide assessors with relevant academic performance standards and promotion criteria;
- inform the assessor of their role and ensure that they understand they have been nominated by the University (as distinct from the candidate);
- send an assessor's report form to the assessor to complete; and
- ask the assessor for their considered opinion on whether the candidate has met the criteria for promotion.

A candidate may object to the choice of any of the assessors by notifying the dean within seven working days of being notified of the assessors. Faculty promotion coordinators are to be copied into the notification to the dean. The dean, in consultation with the head of unit, will provide the names of one or more replacement assessors within seven working days. The dean or head of unit may discuss the proposed replacements with the candidate but the candidate may make no further objections to the selection.

(c) Relevant personal circumstances

Candidates should ensure that their application for promotion clearly specifies any relevant circumstances that will facilitate an assessment of his or her achievements relative to opportunity. The promotion committee will evaluate relevant circumstances based on what the candidate has achieved given the opportunities available whilst ensuring that the indicators of quality and impact of achievements have been demonstrated. Candidates are not required to describe specific details about sensitive issues such as a medical illness. If it is important for specific details to be shared, a short and private discussion with the Chair of the committee will suffice.

Relevant personal circumstances may include:

- family responsibilities (for example child rearing, elder-care, illness of a partner or dependant);
- a temporary or permanent disability;
- relevant cultural expectations or circumstances;
- periods of part-time working; and/or
- absences due to ill-health or injury

Candidates who would like a promotion committee to take into account relevant personal circumstances should:

- indicate which relevant circumstance applies in the relevant section of the promotion application form; and
- emphasise the impact that these circumstances have had on their ability to achieve during the time period that is being considered in the application i.e. since the last promotion or appointment.

ID Curriculum vitae

Candidates must provide a summary of their curriculum vitae in no more than three pages in length using the template provided.

Part 2 - The case for promotion - achievements in research, education and service

A candidate's case for promotion must include evidence of his or her achievements in the three academic areas of activity - research, education and service. The case for promotion must explain the quality and impact of the achievements claimed and must reference the academic performance standards both at the candidate's current level (expected to be at or above "faculty expectation" level) and the level to which promotion is sought (expected to be at least at the minimum level).

Candidates who moved to Ghana Christian University College from the same level of appointment or higher, and who have not since been promoted pursuant to this procedure may include evidence of achievements from that level of appointment at the previous University or universities. Candidates may

include achievements that pre-date their last appointment or promotion if they are still having a significant impact (for example a publication in a top journal that continues to be cited frequently).

Candidates must:

- record research, education and service achievements.
- outline their plans for sustained high performance into the future (attaching their most recent performance development plan - optional).

The promotion committee will use this information to assess whether the candidate has met the criteria for promotion, taking into account the weighting allocated by the candidate for each of the areas.

A. Research

- list research outputs in chronological order (starting with the most recent), numbered and cited appropriately, including all authors and journal page numbers, where applicable, highlighting the top five research outputs;
- provide clear evidence of their contribution to the research output when they are not the single author, for example by indicating their contribution with a percentage figure;
- highlight the top five research outputs in terms of most significant impact in the area of research;
- list their achievements and publications **only** since appointment to Ghana Christian University College or since their most recent successful application for promotion at Ghana Christian University College;
- highlight any significant achievements of Higher Degree by Research students, e.g. prestigious appointments, major awards; and
- avoid unnecessary duplication but draw out particular facets or dimensions of their achievements under the relevant headings, for example as research supervision may also be regarded as a form of education, candidates may elect to include achievements in research supervision in either the research or education category but not in both.

B. Education

- summarize unit evaluations and provide a full set to the faculty promotion coordinator;
- outline teaching and unit improvement and innovation; and
- explain the impact of the teaching innovation or improvement.

C. Service

- summarize service achievements; and
- explain the impact of their service to the discipline, faculty / University or the community.

The candidate's performance supervisor must write a report on the achievements recorded in each area of research, education and service, including a comment on the allocation of weighting given to each area and the candidate's performance relative to the academic performance standards.

If the performance supervisor and head of unit is the same person, a statement to this effect should be included in the performance supervisor's report.

The promotion committees will use this information to assess whether the candidate has met the criteria for promotion, taking into account the weighting allocated by the candidate for each of the areas.

Part 3 - Sign off

The candidate's performance supervisor and head of unit must each indicate whether they feel that:

- the research, education and service weightings chosen by the candidate are appropriate; and
- there is a prima facie case for the application to be considered by the faculty promotion committee.

The head of unit may also provide comments on the case for promotion.

The candidate must:

- countersign this section of the application form to indicate that he or she has read the contents of the performance supervisor's report and head of unit's comments; and
- in the case of associate professor/reader and professor, indicate his or her intention to object to the assessors nominated by the dean.

Part 4 - Associate dean reports

All applications for promotion require the inclusion of the associate deans' reports before they are submitted to a promotion committee. Candidates are required to submit their application to the faculty promotion coordinator by the promotion round closing date.

Candidates who are not located in a faculty should contact the Senior Adviser, Policy and Academic Promotion, Ghana Christian University College HR prior to submitting their application for assistance in obtaining the associate deans' reports.

Associate deans responsible for research and education in a faculty must provide a report on each candidate's case for promotion that includes:

- an overview and assessment of the candidate's achievements in the relevant areas of academic activity;
- an assessment of the candidate's achievements against the academic performance standards for both the candidate's current level (expected to be at or above 'faculty expectation' level) and the level to which promotion is sought (expected to be at least at 'minimum' level); and
- faculty and University metrics or promotion case studies, where available.

The associate deans will complete the report **after** the academic promotion round has closed.

All candidates will have the opportunity to sight these reports before they are submitted with their application to the relevant promotion committee.

3. Academic promotion round closes

All promotion candidates must send their completed and signed application form and attachments to the faculty promotion coordinator by close of business on the promotion round closing date.

Alternatively, candidates who are not faculty based must send their applications for promotion to **senior lecturer, associate professor** to the Provost or in the case of **professor** to the President. Applications must be received by the close of business, on the round closing date.

4. Applications reviewed by promotion committees

Applications for promotion are assessed and decided by the following committees:

- for non-faculty based **senior lecturer** (level C) and **associate professor/reader** (level D) candidates, by the Appointments & Promotions Board (APB), chaired by the Provost;
- for faculty-based **senior lecturer** (level C) candidates, by the faculty's Senior Lecturer Committee, chaired by the dean;
- for faculty-based **associate professor** or **reader** (level D) candidates, by the faculty's Associate Professor Committee, chaired by the dean; and
- for all **professor** (level E) candidates, by the University's Professorial Committee, chaired by the President.

The Committees have the power to co-opt additional staff members to the committee with expertise in the discipline area or academic focus of the applicant to provide additional context.

Candidates - New information

Candidates should be aware that the only new information which may be received by the promotion committees will be that which became available subsequent to the lodgement of their application. The nature of the new information is either to:

- clarify or update information alluded to in their application, for example the success of a grant application listed as 'pending'; or
- provide new information about a fact or event that significantly strengthens their case for promotion, for example the receipt of an award or admission to a learned body or academy.

Candidates have an obligation to correct any information that may mislead the promotion committee if left uncorrected, for example informing the committee of the outcome of a grant application or manuscript submitted to a publisher or journal that has been accepted or rejected.

Promotion to professor

Interviews for promotion to professor

Candidates applying for promotion to professor may be interviewed by the University's Professorial Promotion Committee at the Committee's request. The purpose of the interview is to clarify information contained in the candidate's application or statement of relevant personal circumstances and to allow candidates to present and defend their case for promotion. Candidates unable to attend an interview in person may be provided with an opportunity to be interviewed via an audio-conferencing or video-conferencing facility.

Report to the University Professorial Promotion Committee

Prior to the University Professorial Promotion Committee meeting, the dean must prepare a report addressing the candidate's case in the three areas of academic activity. The report should also reference the relevant faculty's academic performance standards. The dean will then discuss the report with the candidate and provide the candidate with a copy.

The candidate's complete application and other documentation will be sent by the faculty promotion coordinator to the secretary of the University Professorial Promotion committee. The full documentation comprises:

- the completed application form with the head of unit report, performance supervisor's report, associate deans of research and education reports, and referee and assessor reports;

- the dean’s report addressing the candidate’s case for promotion; and
- a separate report prepared by the dean which ranks the candidates in terms of who has the best case for promotion.

The merit listing of recommended candidates does not bind the University Professorial Promotion Committee and is confidential. It is not provided at any stage to candidates, whether successful or unsuccessful.

5. Candidates notified of outcome

Promotion to senior lecturer or associate professor/reader

The chair of the relevant faculty committee or APB, will inform candidates in writing of the decision of the promotion committee within seven working days of the final sitting day of the committee.

Copies of the letters are provided to the performance supervisor and head of unit. In cases where the candidate is from a campus with a pro vice-chancellor, a copy is provided to the pro President in addition to the performance supervisor and head of unit.

Promotion to professor

The chairperson of the University promotion committee will inform candidates in writing of the outcome of their applications within seven working days of the committee’s last sitting day. Copies of the letters are provided to the dean, the head of unit, the performance supervisor and the faculty promotion coordinator. In cases where the candidate is from a campus with a pro vice-chancellor, a copy is also provided to the pro vice-chancellor.

Unsuccessful candidates

Candidates not recommended for promotion will be provided with written advice outlining the areas that need strengthening before a future application is lodged. The chairperson of the committee or a representative appointed by the chairperson is encouraged to meet with the candidates individually to discuss this further.

It is suggested that, candidates use this advice in consultation with their performance supervisor when revising their performance development plans. Unsuccessful candidates are unlikely to be successful in subsequent years unless they have addressed the recommendations outlined in the advice.

Conditional promotion

The promotion committee may make a conditional promotion decision, where the committee believes that the candidate’s case for promotion is ‘borderline’, but that some specified achievements by the candidate before the next promotion round would lead to a clear case for promotion.

The committee must:

- precisely define the conditions to be met;
- communicate these clearly in writing to the candidate; and
- base the conditions on the appropriate metrics for the level of promotion (senior lecturer, associate professor/reader, professor).

If the candidate does not meet the specified promotion conditions before 1 May in the following year, and wishes to reapply for promotion, the candidate will be required to submit a new application for promotion.

If the candidate succeeds in meeting the specified conditions before 1 May in the following year, a written recommendation must be submitted to the chairperson of the committee that the candidate be promoted. The written recommendation must come from the:

- head of unit of a candidate applying for promotion to senior lecturer; or
- dean for candidates applying for promotion to associate professor/reader or professor.

The decision of the chairperson of the promotion committee is final and there is no appeal process.

Rehearing

Candidates not recommended for promotion may lodge an application for a rehearing on the basis that there has been a procedural irregularity resulting in material disadvantage. Candidates should seek the advice of the chairperson of the committee, the dean, or both before lodging an application for a rehearing. Candidates who choose to lodge an appeal for a rehearing must do so within seven days of being notified of the decision. Candidates may not appeal based on the following grounds: the academic merits of a case for promotion;

- judgment of the Committee; and
- feedback sessions with the chairperson or nominee after the candidate has been notified of the outcome.

Responsibility

Vice-Chancellor: as the chairperson of the University Professorial Promotion Committee, the President is responsible for ensuring that the committee members carry out a fair, confidential, and objective assessment of applications for promotion.

Provost: responsible for educational activities and projects within the University including the oversight of the academic promotion process. As the chairperson of APB, the Provost is responsible for ensuring that the committee members carry out a fair, confidential and objective assessment of applications for promotion.

Dean: as the chairperson of the Faculty Senior Lecturer Promotion Committee and the Faculty Associate Professor Promotion Committee, the dean is responsible for ensuring that committee members carry out a fair, confidential and objective assessment of applications for promotion. The dean is also required to provide a written report to the University Professorial Promotion Committee addressing each professorial candidate's case for promotion.

Associate Deans: the associate deans responsible for education and research in a faculty are required to provide a report on the candidate's case for promotion in the relevant area of academic activity. Where the associate dean is not a voting member on a promotion committee, she or he may be invited to attend the committee to speak to that report.

Head of Unit and Performance Supervisor: the candidate's performance supervisor and head of unit are required to each provide a report that forms part of the academic promotion application form. If there are

no heads of unit within the faculty, a deputy dean or equivalent may be delegated the head of unit's responsibilities for the academic promotion process.

Candidate: is responsible for complying with the requirements of this procedure and providing timely and accurate information to the performance supervisor, head of unit, faculty promotion coordinator and promotion committees.

SECTION VII

Staff Development Procedure – Conferences and Field Work

Preamble

All members of staff may apply to attend conferences and undertake field work within Ghana and overseas provided such pursuits are in line with the objectives of their faculty or division and individual performance development plans.

The purpose of this procedure is to clarify how staff can apply to attend conferences and to undertake field work.

1. Initiating conference leave or field work

A staff member (other than a dean or professor) who wishes to attend a conference or participate in field work should:

- prepare precise details of why they wish to attend, what the financial costs are likely to be, and what affect their temporary absence from their work area is likely to have;
- include reference to any other conference or field work undertaken in the past year;
- prepare a statement of what the benefits of attending the conference or engaging in the field work are likely to be for their work area, and for the University;
- forward this information to the head of the school or department.

The head of school or department will consider:

- potential impact on unit workload and work flow, the staff member's development needs, benefits to the faculty/division and available resources to support the leave;
- the amount of time requested for attending conferences or taking leave for field work; and
- any implications for equal employment opportunity or for matters to do with equity.

The head of school or department may:

- approve leave requests to attend a conference or engage in field work within Ghana;
- consult with the dean or divisional director before granting approval for conferences or field work outside of Ghana.

The head of school or department will provide authorisation via:

- in writing for a staff member to engage in field work.

Professors

Professors who wish to attend a conference or engage in field work within Ghana, are to inform the head of school or department of the intended absence. The head of school or department will advise the dean that the professor is to be absent for the period specified.

Where the professor seeks leave to attend a conference or engage in field work outside of Ghana, the professor is to obtain the agreement of the head of department, who will discuss the intended absence with the dean prior to granting approval.

Head of school or department

A head of school or department is to consult with the dean or equivalent and obtain approval before taking leave to attend an overseas conference or field work activity.

Deans

Deans intending to attend conferences or field work or otherwise be absent for more than one day within Ghana, is to advise the Provost.

Deans are to obtain the prior agreement of the Provost for absences overseas.

2. Request for financial assistance

Staff seeking financial support to attend a conference within Ghana or overseas are to apply through the head of school or department to the dean or divisional director.

To qualify for financial assistance to attend a conference, a staff member is normally expected to have received an invitation from the organising body to present a paper to the conference, or to take a leading part in the conduct of the conference.

Staff seeking financial support to participate in field work within Ghana are to apply through the head of school or department.

Staff seeking financial support to participate in field work overseas are to apply through the head of school or department to the dean or divisional director.

A staff member can request financial assistance to engage in field work where the proposed field work is relevant to the interest of the staff member and the unit and benefits are likely to accrue to the University from the activity.

The dean or the head of school or department will consider the request for financial assistance, taking into account:

- special needs of particular areas of scholarship;
- the level of financial assistance, taking into account any previous financial assistance granted to the applicant towards attendance at conferences or for absences on field work; and
- the willingness of the inviting body or of some other outside organisation to make a financial contribution towards expenses.

In cases where some support from an outside body is available, the dean or equivalent would not normally expect to meet more than 50% of the total cost of the visits. However, in those disciplines, which, in the opinion of the dean or equivalent, grants from outside bodies are less readily available, they may decide to make a proportionately larger grant.

If the staff member's absence is to be contiguous with, or an interruption during, a period of participation in an outside studies program, the financial assistance will be assessed in respect of these circumstances.

3. Unsupported requests for conference and field work

Where a request for leave to attend a conference or engage in field work, or to be provided with financial assistance is denied by the head of department or dean, the staff member concerned will be given reasons by the decision maker for the denial as soon as is practicable.

In those cases, where the head of department or the dean has refused leave to attend a conference or to engage in field work, or provide financial assistance, the staff member may seek to invoke the Grievance Procedure. This will be concerned with matters of process and equity only, since the University is not obliged to provide such leave and financial assistance.

4. Arrangements during conference and field work

Once approval is granted, the staff member is to:

- take action to ensure that their work situation is manageable in their absence;
- ensure that the administrative arrangements for their journey and stay at the field work or conference are completed; and
- advise and seek approval from the supervisor or head of school or department as to travelling arrangements and advise where he/she intends to stay.

Accommodation should be of a reasonable standard. If there is any dispute regarding the travel arrangements, attempts will be made to resolve the issue between the head of the particular school or department and the relevant staff member.

If the staff member has been issued with a corporate credit card, the staff member should incur reasonable University business related expenses on the corporate credit card, in accordance with University Finance policies.

Where corporate credit card facilities are not available, the staff member will obtain a receipt or other satisfactory evidence of reasonable personal expenses incurred whilst travelling on approved University business and this amount, if approved, will be reimbursed. Alternatively a cash advance may be approved in advance by the supervisor or head of administrative unit; this advance may be drawn not earlier than six weeks prior to departure.

Staff travelling overseas must familiarise themselves with the requirements for preparation of a travel plan, insurance, risk management and travel advice, travel class, visa's, travel diary and so on.

5. Returning to normal duties

Following the leave of absence that has been granted, the staff member will return to their normal duties.

Any undue absences that may exceed the initial approved time are to be advised to the head of school or department or dean prior to the absence continuing so that a decision may be made about whether continued absence is permissible.

No additional expenditure above the agreed financial assistance levels committed to by the University should be entered into if further leave is granted without prior approval from the supervisor (head of department or above).

Following the conference or field work activity, the staff member will be expected to complete a detailed report that encompasses what they have learnt and what they have done. This is necessary so that the University and its other staff (working in the discipline) may benefit from the attendance. The report may be either written or a verbal presentation.

The head of school or department should keep records of all approved absences.

Responsibilities

Staff member

The staff member is responsible for making the application for leave to attend a conference or to engage in field work and for:

- completing an application for conference leave via Employee Self Service (ESS);
- providing the necessary details in support of their application;
- providing details to the head of school or department of any other leave to attend conferences or field work that has been taken in the past year;
- ensuring that all administrative arrangements are completed, including ensuring that the activities of their work area and its responsibilities will not be unduly affected as a consequence of his or her absence;
- seeking financial support from associated parties where this is likely to be available (such as the conference organisers or the managers of the field work); and
- providing a report or presentation of their activities and what they have learnt during the conference or field work.

Professors

Professors have more scope to determine their needs to attend conferences and engage in field work than less senior staff but they have a responsibility to ensure that their actions are consistent with University policy regarding equity and that such absences will not cause any undue operational or decision making difficulties for their work area.

In the case of overseas conferences and field work, professors have a responsibility to ensure their applications are considered by deans as well as heads of department.

The Head of school or department

The head of school or department is responsible for:

- considering applications for leave in field work in light of impact on work unit, staff development needs, potential benefits and resourcing;
- ensuring that the proposed time for leave is consistent with procedures for this type of leave;
- ensuring that any proposed financial outlays are minimized, including requiring the staff member to find resources from other sources such as conference organisers or field work managers;
- examining any previous expenditures made in support of the applicant;
- ensuring staff adhere to the requirements concerning the maximum time for attending conferences;
- informing those whose requests for leave or financial assistance are not supported are notified as soon as possible and given reasons for the refusal;
- examining whether their decision has any implications for equal employment opportunity or for matters to do with equity;
- monitoring the attendance of professors at Ghanaian based field work and conferences;
- providing the dean with information about their own proposed attendances at conferences or field work; and
- ensuring that records of leave to attend conferences and engage in field work are maintained so that these details may be used in assessing future applications, as well as giving further details for University expenditures.

Deans

The dean is responsible for:

- ensuring that leave to attend conferences and to engage in field work is managed in an equitable manner;
- examining the proposed leave of senior staff such as professors and head of work unit or departments to ensure that management of the University's operations and responsibilities will not be unduly affected;
- advising staff promptly where their applications for field work or conference leave cannot be supported (these applications will be reviewed with the support of heads of departments, where applicable);
- approving expenditures above the general ceiling of 50% for financial assistance where grants from other bodies are unlikely to be issued in the disciplinary area of the applicant; and
- providing appropriate details to the Provost & Vice President (Academic Affairs) about any proposed applications for leave that they wish to take to undertake field work or attend conferences.

Provost/Vice President (Academic)

The Provost/ vice President Academic has a responsibility to ensure that any absences of senior staff do not unduly affect the operations and responsibilities of the University and its faculties and work units. Since this responsibility is exercised in ways that affect very senior staff there may be a need to apply a collegial way of examining how to manage senior leave.

SECTION VII

Staff Development Procedure – Staff Study Support

Preamble

The University offers reimbursement of study fees (staff study support) to eligible staff who undertake an approved study course of relevance and benefit to their role and future career at the Institute. Staff study support may also be offered as an incentive to attract quality staff at the time of appointment, however reimbursement of fees cannot commence until after the staff member has completed a full year of service.

The purpose of this procedure is to clarify the application of staff study support as it applies to eligible staff and to provide the pathways to apply for and to administer the procedure.

Application and reimbursement process

Overview

Eligible staff who are accepted into an approved study course are required to pay their fees at the beginning of each semester. At the end of each semester, upon presentation of evidence of successful completion of subject(s) and payment of fees, the staff member is reimbursed (from departmental funds) for the fees paid (or a proportion of fees paid if part-time staff).

Step 1

The staff member confirms their eligibility to receive study support with their performance supervisor.

The performance supervisor may check with their HR Business Partner to ensure that an entitlement to apply exists.

Step 2

The staff member discusses the proposed course of study, time commitment and support they are seeking with the performance supervisor.

If the performance supervisor agrees that the course is of relevance and benefit to the staff member and the work unit, or Institute, the staff member should update their performance and development plan to reflect the intended course of study.

Step 3

The staff member applies for the full fee paying course as agreed with the performance supervisor via the normal application process.

Note that applications are subject to the regular entry requirements and a full fee place being available. The performance supervisor should ensure that the staff member understands that at this stage no firm commitment to the study has been made by the Institute.

Step 4

The staff member:

- advises the performance supervisor if accepted into the course;
- completes a Staff Study Support Form; and
- signs the form to signify acceptance of the terms and conditions linked to reimbursement of fees.

The staff member and head of unit must meet and:

- agree in principle on what will be reimbursed if the staff member successfully completes the subject(s) of the course;
- review study leave requirements and their impact on the staff members working hours.

The head of unit signs the form acknowledging their support for the application and submits the completed Staff Study Support Programme Form to the dean, divisional director or delegate for approval.

The dean, divisional director or delegate makes a decision to support or to reject study application and notifies the head of unit.

- If approved, the Staff Study Support Programme Form is signed by the dean, divisional director or delegate and forwarded to their HR Service Hub to be placed on the staff member's personnel file.
- If rejected, the dean, divisional director or delegate provides the necessary information giving grounds for application rejection to the head of unit for communication to the staff member.

Step 5

The head of unit or performance supervisor provides appropriate feedback to the staff member.

Step 6

The staff member:

- pays course fees (subject to the normal rules relating to the payment of fee); and
- confirms study leave requirements and their impact on the staff members working hours.

Step 7

Following successful completion of the subject(s), the staff member completes a Staff Expense Claim Form and send it to the head of unit for authorization.

- Staff members seeking reimbursement for other **authorised** expenditures, must provide a 'tax compliant' receipt of these expenditures.

The head of unit forwards the signed form to Corporate Finance in order for the staff member to be reimbursed.

Step 8

The performance supervisor monitors and reviews the progress and achievements of the staff member in undertaking their studies during the course of the studies (as necessary) and at each annual performance and development review meeting.

Responsibilities

Staff member

The individual staff member is generally responsible for:

- identifying those subjects/courses that they wish to study and for identifying how those studies are connected with their work and career at Ghana Christian University College.
- ensuring that they meet entrance requirements;
- completing all course application requirements, including documentation;
- ascertaining accurate costs of the study and for making payments that are required during the course of the study; and
- providing documentation that supports their application for study support.

Performance supervisor

The performance supervisor is responsible for:

- discussing development plans with staff member(s) at annual performance review discussions;
- ensuring that the courses or subject(s) selected by staff member(s) are relevant to the work role and career aspirations of the staff member; and
- monitoring and reviewing staff progress toward study goals.

Head of unit

The Head of unit or delegate is responsible for:

- examining and supporting the application of an individual;
- ensuring that the application is forwarded to the Dean, Divisional Director or delegate for consideration;
- ensuring that an individual is eligible for staff study support and that involvement in the study program will not adversely affect the operations of the department;
- considering additional study expenditures where these are consistent with budgets and this procedure; and
- ensuring financial officers are advised of the forward commitment to study support expenditures, where these are authorized.

Deans and divisional directors

The dean and divisional directors or delegates are responsible for providing information where an application for study support is not approved. They may also assist the head of unit to clarify why a request for study support has not been approved.

HR Business Partner

The HR Business Partner is responsible for forwarding the completed Staff Study Support Program Form to HR Operations.

HR Operations

HR Operations is responsible for including the completed form on the staff members personnel file.