



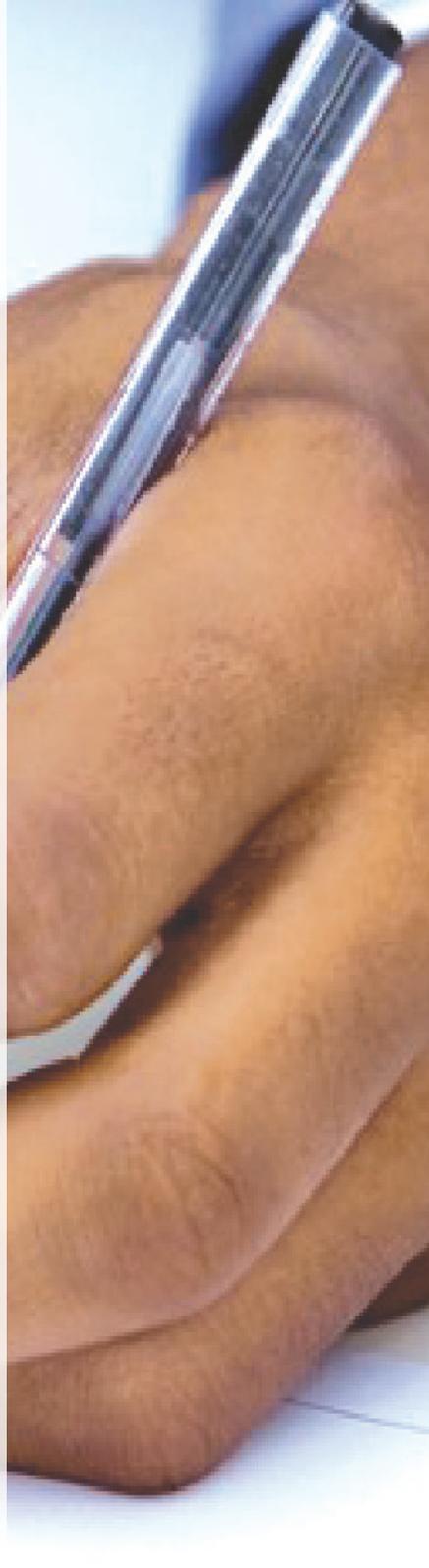
COUNCIL FOR SCIENTIFIC AND
INDUSTRIAL RESEARCH

COLLEGE OF SCIENCE AND TECHNOLOGY

CODE OF ETHICS AND CONDUCT

Staff and Students

SEPTEMBER 2019





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INDUSTRIAL RESEARCH**

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**CODE OF ETHICS AND CONDUCT
(STAFF AND STUDENTS)**

SEPTEMBER, 2019

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DEFINITION OF TERMS USED

“University” means the CSIR College of Science and Technology as provided for by the Council for Scientific and Industrial Research (CSIR) Act 521 of 1996. The names CSIR College of Science and Technology, CCST, the College and the University are used interchangeably in these Statutes.

“**CCST**” means the CSIR College of Science and Technology and is used interchangeably with “the College” and “the University”.

“**CSIR**” means The Council for Scientific and Industrial Research.

“**Senior Members**” means all academic, professional and administrative personnel who by appointment become members of Convocation or who would become such members if they were not less than 2 years standing from their first degrees or equivalent professional qualification.

“**Junior Members**” mean all students enrolled for the time being in the University.

“**Staff**” means those persons in the employ of the University of the rank below that of an Administrative Assistant or its equivalent.

“**University Property**” consists of any property movable or immovable which belongs to the College or the CSIR as well as any property which the University may acquire by way of gift or purchase.

“**Faculty**” means a collection of related departments as specified in this Code of Ethics and Conduct.

“**Department**” refers to a part of a Faculty that is concerned with teaching and research in a recognizable academic discipline and has been so designated by the Academic Board.

“Academic year” for purposes of appointment, retirement and related matters is normally presumed to end on the 30th day of September and for teaching purposes is normally presumed to begin in May and end in April/September and end in August.

“He” the masculine pronoun is taken to refer equally to female persons.

“Alumni” refer to:-

- i) All Graduates of the University.

All Graduates of the CSIR College who were awarded degrees by the University of Cape Coast and any other University to which the College is affiliated

PREAMBLE

It is expected that as a tertiary educational institution, the community of the CSIR College of Science and Technology will be constituted by individuals and groups with diverse ethnic, cultural, educational, religious and professional backgrounds. For the College to achieve its purpose as a high standing tertiary academic institution, it is important that members of this heterogeneous group live and work together harmoniously in a well regulated environment.

It is hoped that with the adoption and implementation of this Code of Ethics and Conduct, members of the community will be guided by it in their studies, work, and interactions with each other and the general public, and thereby maintain the harmonious environment, high standards of professional practice, integrity and academic excellence, which are the hallmarks of a solid academic institution.

PART ONE: CODE OF ETHICS

This Code of Ethics is built on the following broad principles:

1. Quest for Knowledge and Scholarship
2. Academic freedom
3. Honesty and Accountability
4. Justice and Fair play
5. Respect for Others
6. Personal Integrity

1. QUEST FOR KNOWLEDGE AND SCHOLARSHIP

The CCST is committed to the pursuit of knowledge through research, and development of scholarship. The College adopts many approaches including scholarly inquiry to discover new truths, and to unveil and correct any misconceptions. Through instruction and discussions in the lecture theatres, research in the laboratory and the fields, the College seeks to promote the examination of established ideas and norms, and to discover and share new knowledge. As part of this effort, the College has established firm linkages with the productive sectors of the economy of Ghana, through which it seeks to identify major national development challenges for research to generate practical solutions. The intention is that the solutions produced through research would result in improved overall national productivity.

In view of the College's commitment to its mission to discover new truths and build scholarship, the College takes a serious view of such acts as fabrication, forgery, plagiarism and cheating in any form and provides for disciplinary action against any reported cases of such breaches. The College takes this view because, even when these acts of fraud do not cause material damage to the College and the public, they tend to undermine the key values that the College holds, and hurt its integrity and public trust.

2. ACADEMIC FREEDOM

The College encourages and promotes academic freedom in all spheres of endeavour particularly, in research. Though the College recognises the fact that individuals must have the liberty to articulate their views without censorship, the College would also encourage its members to exercise this freedom, bearing in mind the accompanying responsibilities. This implies that whilst an individual is allowed to exercise his right to free expression, differing views and opinions from other members must be equally respected. This way, the pursuit of analytical thought will be advanced within the community. Further, in view of its value in promoting intellectual development, this freedom must be protected at all times.

The College intends that this freedom should encourage students to be able to link up with any community or industry of their choice within the country to assist with the investigation of their challenges and help to find solutions to them through research.

3. HONESTY AND ACCOUNTABILITY

Honesty and accountability constitute the bedrock of all academic and research pursuits. Without the prevailing ethics of honesty and accountability in all scholarly activities, the very pursuit of academic freedom and the search for new knowledge and ideas become compromised.

Wherever these principles are upheld, they make it possible for society to place its trust in the research results produced and disseminated, the scholarship represented and the degrees conferred. It also makes the critical assessments of the performance of students, as well as evaluation of the professionalism exhibited in the work output and conduct of staff and administrators quite credible.

On that account, members of the University community must strive at all times to uphold the value of truthfulness, integrity, and loyalty to legitimate rules and appropriate authority in their behaviour and performance of their work.

4. JUSTICE AND FAIR PLAY

The College recognizes the need for the rights of people to be acknowledged, respected and defended. For this reason the College insists upon:

- Respect for the right of the individual to join any statutorily recognised association of his choice
- Fair procedures for resolving disputes and adherence to provisions of negotiated agreements
- Adherence to due process and the right to be properly notified of any offence(s) alleged to have been committed.
- The right to fair hearing and an opportunity to question those who allege the accusations
- The right to see and hear evidence against oneself with a reasonable time to respond, and
- The right to receive reasoned and timely settlement of complaints and disputes.

The College considers these principles as those that promote understanding, peace and social cohesion, and therefore expects its members to be open, civil and fair in their dealings with other members of the community.

5. RESPECT FOR OTHERS

The rights of every individual in a society deserve to be respected and safeguarded at all times. This enables the individual to assert those rights and to go about his/her academic and other activities with confidence. It is important to note that all individual rights go with responsibilities which include honesty and openness in all interactions with other persons. This fact places a responsibility on individuals to always practice civil behaviour under all circumstances - even in cases where they differ in viewpoints.

6. PERSONAL INTEGRITY

The College is committed to the promotion of individual integrity in all its dealings with others. This entails the exercise of sound judgement,

acting in all honesty, and being committed to the key functions that are associated with the various positions that individual staff hold. It also implies being guided at all times by the exercise of enlightened conscience.

The College expects that the professional standards and regulations that govern academic research, teaching, administrative and other professions that make up the college community will be upheld at all times. Members of the College are required to hold themselves responsible and accountable for their actions, and must always endeavour to abide by applicable rules and regulations. They must also strive to follow ethical business practices and take good care of resources placed at their disposal for the work of the institution.

Enforcing Ethical Standards

The leadership of the College expects that whenever a breach of the accepted ethical standards gets to the knowledge of any staff in a position of responsibility, the observed/reported violation must be brought to the attention of the Registrar who will order a thorough investigation and recommend appropriate sanctions to be applied in the circumstance. For the sake of upholding the principle of objectivity, every member is assured of fair and equitable treatment at all times.

PART TWO: CODE OF CONDUCT

This Code applies to all staff and students of the CSIR College of Science and Technology. Contractors, their employees and representatives, and visitors engaging in any University-related activity are also expected to conduct themselves in a manner consistent with this Code.

The Code of Conduct underlines:

- The rights of employees to be treated fairly and equitably in the workplace;
- Avenues for resolving complaints or breaches of policies and codes; and
- The legal and ethical obligations and expectations of all students and staff to act in accordance with the expressed standards of conduct, integrity and accountability as contained in the relevant legislation, College policies and agreements.

The objectives of this Code are to:

- Provide directions to staff and students on expected conduct while they are affiliated with the College;
- Assist staff and students in dealing with ethical issues in ways that reflect the College's values and standards;
- Promote professionalism and excellence in their work and studies;
- Express shared assumptions and organisational values;
- Provide staff and students with direction when they are faced with ethically ambiguous situations; and,
- Provide details of the College's social responsibilities. The Code is not intended to supersede other policies or agreements that the College has in place. However, the topics listed below pertaining to conduct, are addressed in this section :
 - Professional Development
 - Equity and Access to Programmes and Development
 - Freedom, Justice and Fairplay
 - Professional Integrity
 - Conflict of Interest

- Ethical Conduct of Research
- Privacy and Confidentiality
- Academic Dishonesty
- Honesty and Accountability
- Prudent use of College Property and Resources
- Harassment
- Public Interest Disclosure
- Use of Media and Public Comments
- Corporate Responsibility
- Substance Abuse
- Academic Schedules/Delivering Lectures to Students
- Conduct in Exams
- Conduct of Senior Members
 - Relationship with Colleagues
 - Relationship with Subordinates
 - Relationship with Students
 - Relationship with General Public
- Sanctions

PROFESSIONAL DEVELOPMENT

In order to promote their personal career development, College staff is expected to maintain and develop knowledge and understanding of their areas of expertise or specialization. They should endeavour to improve their own professional competence through lifelong education and learning in order to foster intellectual growth and professional development. In that regard, members must take reasonable steps to further develop their scholarly competence in relation to new developments in their fields of professional activity. They should continually strive to improve their proficiency and skills in order to achieve real quality in their work performance.

Students are also urged to take full advantage of the learning opportunities offered them at the College for their intellectual and professional development and to acquire social skills that will enable them operate effectively within their communities.

EQUITY AND ACCESS TO PROGRAMMES AND DEVELOPMENT

While taking action to increase their knowledge in the areas of their expertise as a way of ensuring improvement in the quality of their work output, staff is expected to continually seek to improve their ways of doing things.

Related to this, persons whose positions in the College give them oversight responsibilities over others must seek to improve the professional competence of their subordinates by arranging relevant courses for them to attend.

Both staff and students are therefore expected to make every effort, within the context of College regulations, to take full advantage of the opportunities and facilities available to them at the College for self improvement.

FREEDOM, JUSTICE AND FAIRPLAY

Freedom to Associate

Members of the College community including students, faculty and other staff who are engaged in various fields of endeavour within the College are entitled to enjoy the freedom to associate, as it pertains to them individually and collectively. They are equally entitled to fairness in their dealings with their subordinates, peers and superiors. They have the right to join any groups or associations within the College provided they are qualified to do so, and state legal provisions and college regulations permit them.

Mutual Respect

Respect for the rights of others should be the basis for people becoming members of a community in which the responsibility of mutual recognition of rights is upheld and practiced as a norm among members. This implies that members will have to act openly, honestly and with decorum towards other members of the community. In that regard, members of the College community must learn to respect one another and to desist from using inappropriate language in their communication with other

persons. People in positions of authority must ensure that all subordinates are treated fairly and never discriminated against, taken advantage of, or otherwise abused in any way. Generally, it is expected that every member will be respectful in their dealings with other members of the community.

PROFESSIONAL INTEGRITY

Personal and Professional Responsibility

The College and its community expects that the professional standards and regulations that govern research, teaching, administration and other professions that make up the College community will be upheld at all times. Members of the College are required to hold themselves responsible and accountable for their actions and must always endeavour to abide by applicable rules and regulations. They must also strive to follow ethical business practices and take good care of resources placed at their disposal for the work of the institution.

In line with that, members of the College community shall perform their duties in a fair and equitable manner in accordance with established policies, procedures and regulations, with due regard to the following ethical tenets:

- Members shall carry out their duties with professionalism. The College will be available always to support the efforts of its faculty, administrators and other staff to achieve and maintain the required professional standards.
- Supervisors are particularly enjoined to support this Code of Conduct by demonstrating by their personal example that their conduct is above board, and to ensure compliance with the provisions of this code within their departments/units.
- The principle of accepting personal and professional responsibility requires that staff who have access to confidential materials belonging to the College must exercise extreme care, honesty and integrity in their handling of those materials.

In the light of the foregoing, the College prohibits inappropriate personal relationships between supervisors and those they supervise.

CONFLICT OF INTEREST

A Conflict of Interest situation arises when there is a conflict between one's performance of his public duty and his private or personal interest. Such an occasion arises where there is a reasonable expectation of a benefit to be gained by an individual which is likely to influence the performance of his duties one way or the other.

Members of staff must take steps to avoid any situation or relationship which is likely to lead to a conflict of interest situation since such a situation would definitely compromise the performance of their duties.

Introducing personal and family relationships into one's job environment could result in disastrous consequences and must be dealt with rather seriously.

The employment of relatives for instance, is only acceptable when the appointment is made in line with the College's policy regarding appointments into the system. In this case the staff should not play any direct role in the interview and selection process.

Professional and consultancy work could be done with organizations or companies with a direct linkage with the staff provided the interest of the entity does not conflict with those of the College.

In the area of procurement of goods and services for the College, the staff member, wherever possible, must declare his relevant interest to the Registrar of the College. The staff must also ensure that the processes he goes through are open and transparent and that at no time would the transaction compromise the College or breach the Procurement Act (2003) Act 663.

The critical concern here is to ensure that personal regard, be it positive or negative, does not unduly affect the decisions made in the procurement process. Principally, the onus lies on members of the College to bear in mind that they owe their main professional loyalty to the College and its mission to uphold the highest level of integrity in the performance of their duties.

Conflict of Interest Arising from the Use of College Resources

The College has various resources made available for the advancement of its work. When individuals use the resources for their private consultancies/contracts however, the College reserves the right to recover the costs pertaining to the use of the resources involved.

Where the facilities are used for personal purposes, members should expect to be billed for the use of the College's supplies and laboratory equipment, secretarial services, space, computer time, long-distance calls, accounting services and so on as appropriate and such bills must be paid by the user.

Over the years good working relationships have come to exist between the universities, research institutions and the private sector. This collaboration enables the parties involved to benefit from one another and the society in general. The collaboration provides opportunities to expand and support academic, creative and scientific work which leads to improvement in scholarly pursuits.

Beneficial as it is, this collaboration could generate potential points of conflict. Care must therefore be taken by the College to streamline the regulations governing these relationships in order to prevent conflict situations from arising.

In cases where members receive funding for collaborative research projects, Annual Reports must be submitted on the research conducted, including financial statements on the use of funds.

Reporting Suspected Violations

All members of Faculty, administrators, staff and students have an obligation to report suspected breaches of any College regulations to the Registrar through their supervisors, Heads of Departments and Deans of Faculties.

It should be noted that the fact that an allegation is being made against the alleged culprit should not be taken to imply that his guilt had been proven. This can only be done subject to a thorough investigation through which the guilt of the supposed culprit might be established.

Any reports, particularly those involving financial irregularities, or other matters that smack of questionable industrial dealings with vendors and other officials must be reported to the Registrar confidentially.

Professional and Personal Relationship

The College expects its employees to avoid situations that may compromise their authority to make objective and unbiased decisions in the course of their duties. The specific areas of concern include award of contracts, accurate record keeping, and engagement of temporary staff, performance appraisal and decisions relating to the payment of compensation to affected staff/faculty/students.

Due consideration must also be given to other circumstances that may lead to conflicts of interest such as: family relationships, positive and negative emotional relationships (including all sexual relationships, antagonisms, close friendships), and financial relationships, including sponsorships.

In all these instances, employees are required to place the interests of the College above all others, and to avoid circumstances, choices, decisions and actions that may have the potential to interfere with objective judgment in decision-making, and prejudice the image and interests of the College.

ETHICAL CONDUCT OF RESEARCH

Use of Research Funds

Research staff are required to follow strictly, the regulations governing the use of research funds. All funding sources used in the conduct of research should be acknowledged in publications, exhibitions or performances. It is illegal and a financial misconduct to intentionally misuse funds allocated for research purposes.

Conduct of Research

It is expected that staff of the College, particularly faculty, will conduct research as an integral part of their work. The ethics that should govern the conduct of such research are detailed and explained in the following:

Authorship of articles and other works

The staff shall of necessity include as authors, those who have made significant contributions to the said works. In the conduct of academic research and scholarship, intellectual misdemeanours include:

- a) Fabrication, falsification, or plagiarism;
- b) Failure to acknowledge the significant contributions of other persons; or the use of data, information or ideas without due recognition and referencing, or making use of data and materials in contravention with the rules of their sources;
- c) Failure to act in accordance with relevant national statutes and regulations as well as the College's own regulations for the protection of researchers, human subjects, or the health and safety of the public, or for the welfare of laboratory animals, or failure to meet other legal requirements that relate to the conduct of research.

Misdemeanors in undertaking any research do not include inherent occurrences in the normal conduct of academic research, such as genuine mistakes, presenting conflicting data, or differences in interpretation or judgment of data or of experimental design.

As an integral part of scholarly activities including researching to write reports, articles and even books, usable data collection and creation becomes paramount. It is pertinent to note that the principal investigator may be the sole or first author but all names of contributors to the data generation or collection may follow that of the principal researcher or must be fully acknowledged. To avoid plagiarism being overlooked, any challenges raised on published materials should be subjected to scrutiny to ascertain the validity of the query.

- It is expected that any academician or researcher's claim to sole authorship of any scholarly works must be that solely produced by the said academician or researcher; but wherever other peoples' works (published or unpublished) are reproduced or help sought or assistance given in any form, full acknowledgement and credit should be given that author or collaborator.
- The College, while encouraging its scientists/technologists and scholars to pursue scientific and technological excellence, demands of everyone to avoid the use of cheap simplistic and illogical means of achieving scientific and technological productivity. In the final analysis, it is the quality of research works that are put out, their contribution to the development of science and technology, their value to other scientists and technologists, and the contribution they make to the well-being of society, that is important; not the quantum of results they churn out.

PRIVACY AND CONFIDENTIALITY

In their dealings with each other, as well as the general public, staff operating in supervisory positions must ensure that both they themselves and their subordinates observe strict confidentiality whenever it is found necessary to protect the identities of persons from the public. Although issues bordering on morality may sometimes be discussed in the open, those that involve or call into question the character or actions of individuals ought to be heard in a private and confidential environment.

While it is generally important to protect the identities of persons against whom complaints of misconduct or immoral behavior are made, it is advisable that the matter be treated confidentially and away from the public domain until its final resolution. Any queries relating to the matter in issue must be handled privately to safeguard the image of the person being investigated, in the event that the accusation turns out to be false. This would also prevent possible wrongful accusations and character assassinations of individuals getting to the public and thereby attracting unwarranted reactions. It is therefore crucial to protect the identity of persons

against whom complaints of bad conduct or behavior would have been made, especially when the evidence to back the complaints have not been verified.

Staff members who by virtue of their positions and schedules have access to official information and documents, must maintain the integrity, privacy and confidentiality of such information as well as the identity of all persons linked with such information. Oral communications of confidential nature must be treated similarly.

Staff files and records are also highly confidential and must be maintained as such. Staff must ensure that they respect the confidentiality of records on students. If the need arises to disclose any information on either staff or a student, that must be done only with the written authorization of the Registrar.

ACADEMIC DISHONESTY

Intellectual Property

Members of the College are expected to honour patents, copyrights, and other forms of intellectual property. In that regard, they are encouraged to avoid the use of unpublished data, methods, or results of others without obtaining expressed permission of owners of those rights. Wherever such usage occurs, they should give proper acknowledgement or credit to all sources and contributors to their research.

Plagiarism

Plagiarism is defined as a person presenting another's ideas, processes, results or works as his/her own. This occurs in various forms including the following:

- Paraphrasing or summarizing the works of another person without providing adequate acknowledgement
- Submitting another person's work as one's own.
- Failure to acknowledge in the text, notes, or footnotes the quotation of paragraphs, sentences, or even a few phrases written or spoken by someone else.

- Submission of research or completed papers or projects by someone else as one's original work
- Failure to indicate the extent and nature of one's reliance on other sources

Taking material from the internet without properly referencing the corresponding URL

It is essential for every faculty member or student to seek to understand the legitimate use of original sources of creative and scholarly works, the appropriate ways of acknowledging them, and the potential consequences of disregarding this very important requirement, and to endeavour to avoid such violations. It is required of them to protect the rights to individual and the College's intellectual property rights, and to provide credit for the ideas of others upon which their work might have been built.

Forgery and Unauthorised Duplication

The forgery, alteration or unauthorized possession or use of official documents, academic and non-academic records, and instruments of identification e.g. signature, seal, or stamp constitute criminal offences under the law, and are consequently prohibited by the College.

Cheating at Examinations

Cheating at examinations involves giving or receiving unauthorized help before, during, or after an examination. Examples of unauthorized help include:

- The use of notes, texts, or other unapproved textual materials during an examination,
- Sharing information with other students during an examination.
- Intentionally allowing other students to view one's own examination /answer sheet,
- Collaboration before or after an examination if such collaboration is specifically forbidden by the examination rules of the College.

The College prohibits such conduct, and expects students and faculty alike to be vigilant always in order to prevent such occurrences which could have the negative consequences of undermining public confidence in the College's certification procedures.

Fabrication

Fabrication refers to the making up of data or results and the recording or reporting of such data or results. The College seeks to promote and to encourage the highest standards of academic honesty in learning, research, scholarly and creative activities within its community. The College will therefore not tolerate academic dishonesty in any form, including fabrication of data in research and academic practice, and will act to discourage such dishonest and unethical practices.

The College expects its members to propose, conduct and report research with integrity and honesty, and faithfully transmit research findings, and not to fabricate, falsify or misrepresent data.

HONESTY AND ACCOUNTABILITY

Honesty and objectivity constitute the bedrock of all academic and research pursuits. Without a prevailing ethic of honesty and accountability in all scholarly activity, the very pursuit of academic freedom and the search for new knowledge and ideas becomes compromised.

Wherever these principles are upheld, they make it possible for society to place trust in the degrees conferred, the research results produced, and the scholarship represented and disseminated. It also gives credence to the critical assessments made of the performance of students and faculty, as well as judgments of staff and administrators.

On that account, members of the College community must hold to a norm of truthfulness, a conduct of integrity, and loyalty to legitimate rules, regulations, and appropriate authority, in their behaviour and the performance of their work.

Lawful Obedience

It is incumbent on all members of the College to act lawfully, and to comply with all applicable laws, policies, and workplace rules, to act within their delegations of authority, and comply with all relevant policies.

Members of the College community are expected always to act with ultimate honesty, accuracy and fairness, and to transact College business in compliance with applicable laws, regulations, and the College's policies and procedures. Managers and supervisors are responsible for teaching and monitoring compliance within their areas of authority.

PRUDENT USE OF COLLEGE PROPERTY AND RESOURCES

All the College's facilities, equipment and other resources must be used for legitimate College purposes only. They should be used economically, secured against theft or misuse, and wastage. Resources of the College should not be used for personal purposes unless express permission has been obtained from the appropriate authority in accordance with College policy.

The College strictly prohibits abuse of its property. Abuse of property may include damaging, destroying, misappropriating or misusing College buildings, grounds, vehicles, equipment, petty cash, computing resources, telephone systems, data communication and networking services and other educational materials.

The College therefore expects its employees to promote efficient operations and use of facilities at all levels, follow sound financial practices, apply appropriate accounting and monitoring procedures, and ensure efficient stewardship of resources under their care.

HARASSMENT

In general terms, harassment is objectionable (inappropriate) and unwelcome conduct, comment or display that demeans, humiliates, causes offence or constitutes a threat to a person's comfort, health or safety.

Harassing behaviour is conduct that has the purpose or effect of unreasonably interfering with an individual's work or education or creating an intimidating, hostile or offensive environment for working, learning

or living on campus. It is behaviour that the affected person views as unwelcome and objectionable and which any reasonable person would consider as demeaning, humiliating or offensive and/or severe enough to create a hostile or poisoned work environment.

The College is committed to maintaining an environment where students and staff value and respect each other, which enables them to realise their full potential. Harassment and discrimination in any form such as sexism, racism, ethnicism or bullying has no place in the culture of the College.

All forms of harassment and discrimination are serious issues that undermine morale and can adversely affect the ability of staff and students to feel included within the College. Such behaviour is unacceptable and all complaints will be dealt with fairly and promptly. In particular, the College will not tolerate bullying, disability harassment, racial and ethnic harassment, or sexual harassment. Disciplinary action will apply to any staff member or student who is found to have harassed another member of the College community.

Discrimination

Discrimination occurs when a person or a group of people get treated less favourably than another person or group in similar circumstances because of irrelevant features such as their racial or ethnic origin, disability, age, gender, sex, marital status, family responsibilities, and political or religious conviction.

The College is committed to maintaining an environment where students and staff are valued, respected and supported to realize their full potential. Any other form of discrimination that is considered likely to create a risk to the health, safety or wellbeing of another member of the College community will not be countenanced.

Ethnic/Racial Harassment

Ethnic/racial harassment is any verbal, physical or written act which is based on a person's colour, physical characteristics, descent, country of

origin, ethnic background or nationality, that is unwanted, unacceptable and offensive to the person, or those related to, or closely associated with, that person. The Constitution of Ghana in Article 12(2) and Article 17(2) provides for the Personal Freedoms of the individual, and prohibits discrimination against persons on the basis of race, colour, gender, ethnic origin, religion or creed.

Sexual Harassment

Sexual harassment is defined as unwelcome, unsolicited and unreciprocated conduct with a sexual component which offends, intimidates, embarrasses or humiliates a person. It has nothing to do with mutual attraction, consensual romantic involvement or friendship. Such conduct can be in the form of words or actions, including circulating or displaying written or pictorial material that is sexually offensive or belittling in any way; it includes printed material, email, text messaging, and on social networking websites, if directed towards specific individuals.

Sexual harassment involving a physically violent and/or coercive component such as physical molestation or assault, persistent following or stalking, indecent exposure, and obscene communications in any media, may be considered sexual assault and a criminal offence. Established cases of sexual harassment will be considered as serious misconduct and treated as such.

Disability Harassment

Disability harassment is any verbal, physical or written act done in relation to a person with a disability that is reasonably likely to humiliate, offend or distress the person, or an associate of the person with a disability, such as a relative or care-giver. The College is required to take reasonable steps to ensure that staff are aware of their obligations and know what action to take if this form of harassment does occur.

Bullying

The College acknowledges that all employees and students have the right to dignity at work and studies in an environment free from bullying. The

College has a duty of care to all members of its community and acts of violence, aggression and bullying are considered to be unacceptable.

The College defines bullying as:

Repeated, unreasonable or inappropriate behaviour directed towards an employee or student, or a group of employees or students that creates a risk to their comfort, health or safety. A situation may be identified to connote bullying if it results in any of these effects: a person or persons being harmed, intimidated, threatened, victimised, undermined, offended, degraded, or humiliated, whether alone or in front of other employees, students or visitors to the College.

The general ‘duty of care’ provisions embedded in the Constitution of Ghana is applicable to all, and every member of the College community must be aware of their duty not to place the safety and health of others at risk by engaging in any acts of violence, aggression or bullying behaviour. The College encourages all its members to report any incidents of bullying that may come to their attention to the Office of the Registrar for appropriate action to be taken.

PUBLIC INTEREST DISCLOSURE

Members of the College community have an obligation, as a service to the College, to bring suspected violations of applicable laws, policies, regulations, and other requirements relevant to this Code to the attention of the Registrar through his immediate supervisor.

In instances where the immediate supervisor is involved in the alleged violation, the report should be made to the person at the next higher supervisory level. The procedure for reporting suspected violations of specific policies is usually outlined as part of the policy itself.

In cases of financial irregularity, the Office of Internal Audit should be contacted first. It is expected that such information shall be treated with utmost confidentiality by the staff to whom the report is made, and in no way be made public as long as the report remains an unproven allegation.

The identity of complainants should be protected within legal limits.

Whether or not further investigation substantiates the claim, College officials who receive such complaints are expected to ensure that those who report violations in good faith and in an appropriate manner, will be free from retaliation in any form. If anyone attempts to retaliate against them, such persons shall be disciplined.

USE OF MEDIA AND PUBLIC COMMENTS

The College acknowledges the Office of the Registrar as the College's official liaison with the news media both locally and internationally, and is responsible for initiating, developing and maintaining effective, productive and beneficial relations. This includes communicating College news, and responding to media requests.

While the College encourages its faculty, staff and administrators to serve as members of public boards and panels, professional associations and other similar voluntary associations, College staff shall not represent their acts or statements in such a way as to lead others to believe that they officially represent the College, unless they are duly authorized to do so by the College Registrar.

CORPORATE RESPONSIBILITY

Hospitality

The College recognizes that the provision of hospitality can result in significant benefits to the institution through promoting its activities. The extension of hospitality by College staff in furtherance of College objectives is therefore regarded as a legitimate professional activity. Hospitality is defined as the provision of meals or refreshment to persons who visit the College for business appointments, tourist activities and entertainment events which relate to the programmes of the College. It also covers light refreshment for internal meetings, conferences, workshops and seminars.

Appropriate occasions for the provision of hospitality at functions attended only by College staff include celebration of a notable achievement by a staff member or a group of staff, farewells to retiring staff, training programmes, and recognized festivals such as Christmas. Hospitality may only be authorized by Deans, Heads of Departments/Sections/Units and equivalent staff with delegated authority. It is their responsibility to determine the nature and extent of hospitality provided. In all cases there is an expectation of 'reasonableness' in determining the scope and expense involved with the activity.

Health and Safety Regulations

The College expects that all employees will share the responsibility for safety and security of themselves, fellow employees, students and guests, and maintain reasonable care at work and in their private moments to ensure that they operate in a safe, secure and healthy environment at all times. It is important that members of the University comply with all related policies and guidelines set forth by the University, and national and local regulatory bodies including the National Fire Service and the Police Service.

Specifically, safety practices may include, but not limited to, the following: wearing proper safety and work apparel, using personal protective clothing, using well-maintained tools and equipment, maintaining familiarity and compliance with safety standards, adhering to reporting systems, and observing facility access procedures.

The College shall take all reasonable steps, at all times and in all respects, to prevent danger of death, injury or ill-health to any person while carrying out his/her work, and prevent damage to property.

Members of the College are therefore required to comply with all safety and health regulations and shall be expected to report unsafe conditions, equipment or practices to appropriate College officials.

As part of their shared responsibility to ensure a safe, secure, and healthy environment for all, community members are expected to:

- Follow safe workplace practices, including participating in applicable education sessions, using appropriate personal safety equipment, and reporting accidents, injuries, and unsafe situations;
- Maintain security, including securing College assets and facilities; and
- Report suspicious activities.

Protection of the Environment

The College seeks to protect the natural environment by appropriately using and recycling resources and by avoiding conditions that may result in creating environmental hazards. In that regard, the College expects every member to:

- Take all reasonable care, at all times and in the course of their work, to prevent adverse impact on their working environment, and on the wider environment.
- Carefully handle hazardous waste and other potentially harmful agents and materials to prevent spillage and consequent contamination of the environment.

SUBSTANCE ABUSE

It is the intent of the College to discourage the use of controlled substances and the abuse of alcohol by its students and employees. The unlawful manufacture, distribution, dispensation, possession, or abuse of alcohol or controlled substances, including illicit drugs, is therefore prohibited on the College's property.

Any College member found either having used, being under the influence of or currently using illegal drugs will be in violation of this Code. Employees of the College shall not report to duty or engage in University-related work while under the influence of illegal drugs or alcohol. Staff and students who observe any violation of this Code must report to the office of the Registrar who will order appropriate action to be taken.

Smoking is prohibited on all College premises and in buildings.

Any employee who is convicted of violation of a legal statute against possession, distribution or use of illicit drugs must notify the Registrar in writing within five days of his or her conviction. Such conviction may be grounds for disciplinary action up to and including termination. Additionally, the College reserves for itself the right to report all such violations to the Police.

ACADEMIC SCHEDULES/DELIVERING LECTURES TO STUDENTS

Prior to the beginning of each semester, the time table for each course and the course outline must be posted on all notice boards for the information and guidance of all concerned.

Lecturers are expected to teach over the full duration of the semester that has been set aside for teaching. If for any reason a lecturer is unable to do this within the stipulated period, the Head of Department must be notified, and an acceptable alternative arrangement for completing the lecture schedule agreed on with him. The new arrangement must be communicated to the students through the Departmental Notice Boards with a copy to the Head of Department.

Generally, both academic staff and students must make it a point to respect the timetable approved by the Academic Board. However, if at any time it becomes necessary for a Lecturer to reschedule his lectures, he must first inform the Head of Department and seek his permission to do so before conveying the message to the students.

Teaching Materials

At the beginning of each semester, academic staff must make sure that they make available to their students the course outline for the semester as well as an up-to-date list of bibliographical references.

Academic staff must also ensure that they liaise with their Heads of Department to arrange for the relevant textbooks and publications to be made available for sale at the University's bookshops and the libraries on the campuses.

Student – Supervisor/Lecturer Consultation

Lecturers must indicate office hours when they will be available for consultation with their students. These times must be communicated to students through the Departmental Notice Boards. Lecturers must also make themselves available to students at the stipulated times.

CONDUCT OF EXAMINATIONS

Setting the Examination Questions

Academic staff must make every effort to submit their examination questions within the stated deadlines. They must endeavour, as far as possible, to type the questions themselves in absolute privacy. If they have to engage the services of another person to do it, they must be physically present during the typing and at the end of the exercise, to collect all the typed papers together with all drafts and any other documents related to the examination.

On completion of the typing, they must take time to scrupulously go through the typed questions and correct all factual and grammatical errors and ensure that the corrections are effected on the question papers under their direct supervision.

The examination questions must be moderated with the Head of Department before final submission. Lecturers must be present to invigilate their examinations so that they will be available for consultation on any issues arising in connection with the paper.

In setting examination questions, Lecturers must ensure that they avoid repeating any of the questions of the previous years verbatim. Whenever necessary, such questions must be modified and re-presented as entirely new questions.

Conducting the Examination

At the end of the examination, the Lecturer must be present to personally collect the answer booklets. If he has to be absent, he must arrange with the Faculty Officer to collect and personally hand them over to the Head of Department for collection by the lecturer later.

Marking and Grading of Examination Papers

Within the shortest possible time after the examinations, the course lecturer must endeavour to mark all the questions and grade them as agreed at the Faculty level. After entering the marks and grades, a composite sheet with the names of candidates, marks obtained, and the grades against each name must be submitted through the Head of Department to the Dean of Faculty. The marking and entering of marks and grades must be done personally by the lecturer and must on no occasion be delegated to any unauthorized persons.

The marking of Thesis must be handled similarly by the lecturer or supervisor only.

CONDUCT OF SENIOR MEMBERS

All Senior Members are expected to conduct themselves in a manner worthy of their positions as leading members of the College community. Bearing in mind the mentorship roles they perform as leaders in the community, they must refrain from excessive use of alcohol or drug abuse or other acts that would bring the name of the University into disrepute. They should, at all times, comport themselves in such a way as to enhance their own personal images in the eyes of students and the general public as well as the University as a whole.

Relationship with Colleagues

Senior members must respect each other's dignity and right of expression and must avoid engaging in any verbal or physical assault against each other. They must ensure that they do not discriminate against each other on grounds of ethnicity, disability, religion, sex or race.

They should co-operate with, and offer all the necessary support to their colleagues as well as their superiors, and thereby create a conducive working environment for all.

Relationship with Subordinate Staff

It is expected of Senior Members of the College to respect the rights and dignity of subordinate staff. They must refrain from using insulting or derogatory language against them, and avoid engaging them in any ver-

bal exchanges, or physical assault, and should not encourage them to rise or do anything against others in authority.

Relationship with Students

Academic staff must ensure that their relationship with students does not undermine their objectivity in the marking, assessment or grading of their students, be they male or female. Other senior members must also guard against relationships that could compromise their ability to conduct College business with fairness and integrity.

Senior members must ensure that they do not take undue advantage of students for their own selfish ends or confer undue favours on them in order to influence them in any way.

Under no circumstance must any staff engage in sexual or amorous affairs with any students, both male and female. They shall particularly refrain from conferring undue favours on students or subordinate staff in return for sexual gratification or in order to influence them to yield to their sexual requests. They must on the other hand endeavour to maintain a good relationship with all students, ensuring that the relationship remains at that level – a strictly academic relationship, with each party respecting the other.

Relationship with the General Public

Senior Members must at all times behave in such a decorous manner towards members of the general public as to create a positive image for the College and win the respect of the general public.

They must refrain from receiving gifts in any form from members of the general public, especially if they have reason to suspect that it is meant to influence them in respect of appointments, promotions, admissions, grading of their relations in examinations, and such others.

They must also refrain from releasing sensitive information about the College to the Mass Media. Whenever they find themselves in a position where they have to release any such information, they must first obtain a written permission from the Registrar.

SANCTIONS

Absence from Lectures

- If a lecturer consistently absents him/herself from lectures, he/she may attract a query from the Head of Department, with a copy to the Dean of the Faculty. Further persistent absence shall be reported to the Disciplinary Committee of Academic Board for appropriate action to be taken on such conduct.
- On the other hand, a student who absents him/herself from lectures for 28 days cumulatively in a semester shall be required to repeat the courses in which he/she is registered for the semester.

Supervision of Student Thesis

When a lecturer is assigned as Academic Supervisor to a student, both the lecturer and the student are expected to remain committed to the time schedules that would have been agreed on between them. If the Supervisor consistently fails to meet his students to discuss the progress of their research and offer the required correction or direction, he/she may be subject to the following sanctions if the report against him is proved:

- Review or withdrawal as a supervisor for the particular student.
- Payment due him for work done up to the time of withdrawal may be denied, or,
- In severe cases of persistent non-performance, the lecturer may not be allowed to supervise research students for a period of 2 years, in the first instance.
- Further proof of non-performance may attract a 5-year suspension or permanent withdrawal from supervision of research students.
- On the other hand, a research student who consistently fails to honour agreed review schedules with his/her supervisor shall be served a written caution by the Dean of Graduate Studies. If a change of attitude is not demonstrated within the semester concerned, his/her candidature may be withdrawn.

OTHER POLICIES

POLICY ON SUPERVISED INDUSTRIAL ATTACHMENT AND FIELD VISITS

1.0 PURPOSE

The programmes of the College were designed to have a significant dose of practical content, both internally within the facilities of the College, and where applicable, externally with relevant industries. This philosophy has made it necessary to include supervised industrial attachments and Field Visits as part of the College's programmes. The importance of supervised student attachment programmes and field trips is to help ensure holistic human resource capacity building that makes beneficiaries confident, competent and fully able to analyse, and offer practical solutions to issues in their professional domains.

2.0 OBJECTIVES

The objectives of the supervised practical training are as follows:

- i. To offer opportunities for students to see and be involved in the practical application of their theoretical learning in industry, in order to gain relevant hands-on skills, and also satisfy graduation requirements.
- ii. To allow the trainee opportunity to experience the corporate environment and the realities of the working life to help shape his/her career.
- iii. To offer opportunities to students to go on field visits to various industrial concerns, Farm institutes, and other institutions whose operations relate to their specializations to be exposed to their operations.

3.0 GUIDELINES

3.1 STUDENTS INDUSTRIAL ATTACHMENT

- 3.1.1 The CCST will, for the purpose of student practical attachments, identify and enter into Memoranda of Understanding (MoUs)

with various institutions, on the basis of relevance.

- 3.1.2 The MoU will specify the following among other conditions:
- a. Programmes/Specialisations from which students will be nominated or accepted
 - b. Number of students (per programme) that the institution will accept per year
 - c. Timing and duration of the required attachment or visit.

Industrial attachments will principally be held between the end of the 2nd semester of the 1st year and the beginning of the 1st semester of the 2nd year of the student's programme.

Field Visits will however be arranged with identifiable relevant institutions, and will mostly occur within the 1st year, and of 1 – 2 days duration.

Changes or alternative timing will have to be agreed between the College department concerned and the receiving institution.

- d. Provision will be made for internal supervision and guidance, monitoring and performance reporting, end-of-attachment de-briefing sessions etc.
- e. Other special requirements:
 - There will be agreed schedules for periodic faculty monitoring visits
 - Where applicable, related payment(s) may be made.
- f. Other relevant conditions

Arrangements will also be made to satisfy any additional conditions that the host institution may deem necessary.

- 3.1.3 At the beginning of the 2nd semester of each year, Heads of Departments will submit names of students assigned to various institutions to undertake practical training to the office of the Registrar.

- 3.1.4 The Registry will contact the HR Departments of the assigned institutions/businesses to seek confirmation of placements for the assigned students.

- 3.1.5 Letters of Introduction specifying the names of the students, student ID numbers, the topics for their dissertations, and the period/duration of the attachment will be issued to students to be delivered to their host institutions.
- 3.1.6 Trainees will be assigned to operational units/departments that are most suited to their specializations, and be assigned mentors who will supervise and provide guidance, where necessary. The Head of the work Unit/department of the host institution will be responsible for preparing the trainee's End-of-attachment Evaluation Report as required under the MoU.
- 3.1.7 The College Registry will co-ordinate arrangements for designated Academic staff to pay scheduled visits to the institutions to check on the performance of all students on attachment.
- 3.1.8 Students will be required to submit End-of Attachment Report to the Office of the Registrar

3.2 FIELD TRIPS/VISITS

- 3.2.1 Field Visits to industrial concerns will be arranged with identifiable relevant institutions, and will mostly occur within the 1st year, and of 1 – 2 days duration.
- 3.2.2 Frequency of such visits will however be determined by the department concerned. Nevertheless, it is expected that students will make at least one/1 Field trip per semester within the first year.
- 3.2.3 Changes or alternative timing will have to be agreed between the College department concerned and the receiving institution.
- 3.2.4 Students on field trips will be accompanied by at least two/2 members of the departmental faculty

POLICY ON PEER REVIEW OF ACADEMIC PROGRAMMES

1.0 PURPOSE

The policy on Peer Review is adopted to provide guidance on a process for evaluating the academic programmes of the CSIR College of Science and Technology (CCST), with the aim of generating constructive feedback to help improve programme quality, relevance and viability. The policy will facilitate periodic systematic monitoring and improvement of the programmes to ensure that CCST programmes are of high academic and practical quality.

2.0 OBJECTIVES

The objectives of Peer Review are to offer unique external perspectives in the process of:

1. Assessing relevance of the programmes
2. Identifying the strengths and weaknesses of the programmes
3. Evaluating the effectiveness of curricular design
4. Assessing the ability of programmes to meet programme objectives

3.0 POLICY STATEMENT

The CSIR College of Science and Technology is committed to planned, systematic reviews of all its academic programmes to ensure that every programme has a contemporary and challenging curriculum, an efficient structure that supports the achievement of desired learning outcomes.

It shall be the professional responsibility of all staff to support the process by analysing the course structure and curriculum and identifying initiatives for enhancing the quality of teaching and learning to ensure programme relevance in meeting strategic priorities and sustaining programme viability.

4.0 GUIDELINES

There will be a Review Team which will be constituted as follows:

1.1 Composition of Review Team

- Review teams generally comprise two external and one internal reviewer, but this may be flexible depending on the needs of the programme under review.
- The relevant department is expected to produce a list of well-qualified reviewer nominees
- The Dean of the Faculty shall determine the final make-up of the review team.
- The Dean may also designate one of the review team members as the Committee Chairperson

1.2 Criteria for Selection of Nominees

- Nominees shall possess knowledge of or be familiar with the discipline under review
- External nominees shall be from an institution other than the one whose programme is being reviewed, in order to avoid conflict of interest situations.
- An Internal nominee who must be a faculty member from a cognate department
- At least one reviewer who must have some experience with assessment of student learning outcomes and who will act as the designated assessment reviewer.
- At least one of the external nominees must be a leading faculty member or administrator from a peer or similar college or university.

1.3 Review Team Site Visit

Members of the Review Team will make a visit of 1-2 days duration to meet with the programme faculty and administrators to review the following themes among others:

- the programme's educational goals,
- instructional designs and methods,
- assessment methods,
- physical and intellectual resources,
- And programme learning outcomes.

1.4 Responsibilities of Members of Review Team

The Peer Review team members will be expected to:

- i. Study a draft copy of the programme to be reviewed.
- ii. Participate in the Review session,
- iii. Write a brief and concise team report detailing their findings and recommendations/proposed revisions, to the Dean. The report should include:

Comments and the team's opinion on the quality and effectiveness of the programme's goals,

- Ability of students to meet programme expectations
 - The learning objectives,
 - Ability of students to persist in the programme and graduate in a timely manner.
- i. Submit a final copy of the review report to the Dean.
 - ii. The Dean will distribute copies of the final report to the Head of Department and members of faculty.

1.5 Guidelines for the Review Report

The review team will produce a written report that documents their key findings and recommendations on the following aspects of the programme to be evaluated:

- i. The quality of the programme's mission and goals.
- ii. The effectiveness of the program's learning objectives, curriculum, and teaching methods.
- iii. The program's ability to complete the assessment cycle of planning, assessing student learning, analyzing assessment results, and making improvements.
- iv. The ability of students to meet the expectations established by the programme learning objectives.
- v. The ability of students to persist in the programme and graduate in a timely manner.
- vi. The quality, quantity, of the programme's human resources: students, staff, and faculty.

- vii. The quality and quantity of the programme's physical and intellectual resources: facilities, policies, and procedures.
- viii. The programme's response to institutional themes and system priorities
- ix. Course credits and student workloads.

4.6 Logistics

Co-ordination of logistics for the site visit, including any travel or lodging arrangements, scheduling meetings, booking rooms, etc, will be the responsibility of the department whose programme is under review.

4.7 Honoraria

The College will be responsible for payment of all expenses associated with the site visit including the length of visits to the College, level of input required, and honoraria.

4.8 Actions from the Programme Review

The department whose programme is reviewed will be responsible for implementing the recommendations for improvement of the programme, and action plans resulting from the review.

POLICY ON STAFF DEVELOPMENT

1.0 PURPOSE

The purpose of the CCST Staff Development Policy is to provide a framework of strategies for raising the level of competence of all levels of its staff to enable them work effectively to achieve the objectives of the College.

2.0 OBJECTIVES

The objectives of staff development within the CCST are as follows:

- a. To remedy identified skills deficiencies, increase knowledge, sharpen skills, and thereby enable beneficiary staff contribute more effectively to the overall objectives of the College, and to ultimately enhance their own career development.
- b. To improve efficiency in the administration of the College
- c. To help address eventual issues of knowledge transfer and succession
- d. To develop a workforce that is fully equipped to effectively deliver the mission of the College

3.0 POLICY STATEMENT

The CSIR College of Science and Technology commits itself to creating a positive learning environment for its students, as well as an enjoyable working environment that promotes the professional development of all its employees by making available to them various training and development opportunities for self development.

For this purpose, the College may, resources allowing, grant Study Leave with full or partial sponsorship to eligible staff under regulations specified and administered by the College.

4.0 GUIDELINES

Staff development within the College shall follow these guidelines:

4.1 Administration of Fellowship Awards

The fellowship award scheme shall be administered by a Human Resource Development Committee of the College constituted as follows:

4.1.1 Composition of the HRD Committee

- i. The College President as Chairman
- ii. The Vice President
- iii. The Registrar
- iv. Finance Officer
- v. Dean of Faculty of Natural Resources and environmental Management
- vi. Dean of Faculty of Engineering
- vii. Head of Human Resources Development as Member/Secretary
- viii. Two (2) Senior Members, one representing Biological and the other representing the Physical sciences
- ix. One nominee to represent Senior Staff
- x. One nominee to represent Unionised staff

4.1.2 Tenure of Membership

Election and tenure of members of the Committee shall be in accordance with relevant provisions under the Statutes of the College.

4.1.3 Number of Meetings

The Human Resource Development Committee shall meet at least four (4) times in a year.

4.1.4 Terms of Reference

- i. To consider and approve staff applications for training and other related matters.
- ii. To ensure that applications submitted fully satisfy the requirements for the award of fellowship.

4.1.5 General Principles

The general principles guiding training shall be as follows:

- a. That training shall normally be done locally
- b. That training shall take place at a recognized institution
- c. That training should be sought outside the country only where such programmes do not exist locally in Ghana
- d. That as much as possible, the focus of training programmes, and related research projects (where applicable) shall be on seeking solutions for local developmental problems.

5.0 STAFF DEVELOPMENT STRATEGIES

The training and development programmes of the CCST shall be for all categories of staff, and shall be based on the following schemes:

- a. Sponsorship for overseas training (especially for academic staff) to acquire state-of-the-art knowledge of developments in their areas of specialization
- b. Opportunities for academic staff to attend international conferences to interact and exchange ideas with peers
- c. Eligible staff with relevant backgrounds will be sponsored for Professional and Technical training to further raise their levels of competence
- d. There will be short-term Technical Assistance Training in critical disciplines, to be resourced by renowned local and foreign institutions
- e. Advantage will be taken of Local third party training institutions (e.g. GIMPA, MDPI, ATTC etc.) to deliver training in-house to offer refresher courses to various categories of staff.
- f. There will also be Mentoring/understudy programmes as opportunities for knowledge and skills transfer to all levels of staff.

6.0 ELIGIBILITY

To qualify for training and/or sponsorship, an staff must have worked at the College for a minimum period of two years and shall be medically fit.

- a. Notwithstanding (a) above, the period of national service undertaken in any Department of the College may be credited to the required minimum period.
- b. A staff should fully satisfy the entry requirements for admission to the training institution or establishment.
- c. Employee performance shall be a criterion for eligibility for sponsorship for training programmes, and shall be linked to the Annual Staff Performance reviews.

6.1 Conditions Governing Training

- a. A staff awarded a training opportunity by the College shall be required to enter into a bond to return to the employment of the College after completion of the training.
- b. A staff shall be subject to College regulations and discipline while on training.
- c. A staff shall be expected to fully complete the approved course of study.
- d. A staff shall ensure that progress reports from his training institution are submitted to the Human Resource Development Committee (HRDC). Half-yearly reports will be required for training whose duration exceeds 6 months. For courses of duration up to 6 months, a completion report will be required.
- e. Requests for programme extensions change of course or content of course, or termination of course, will have to receive prior approval of the HRD Committee on the advice of the staff's Head of Department and/or academic Supervisor.
- f. Upon completion of the course, the staff shall be required to report to duty post within two weeks from completion of the course, following which the staff who has studied outside Ghana may be granted resettlement leave of 2 weeks duration.
- g. A staff shall be required to submit a Completion Report, one to the Office of the College Registrar and the other to his Head of Department within 4 weeks of assuming duty. Guidelines for preparing the Completion Report may be obtained at the Office of the Registrar and also at the relevant Departmental office.

- h. A staff shall submit 2 (two) copies of his/her thesis, dissertation and other training reports to the Office of the College President and copied to the Head of Department.
- i. Assets/equipment provided by the College for the use of the staff in training in any institution shall remain the property of the College. It shall be the prerogative of the College to administer such assets in pursuit of its own objectives.
- j. It shall be the responsibility of a staff of the College on study leave to notify the College Board of any award that he/she shall receive during the tenure of the study leave, within a month of receipt of such award, so that cognizance will be taken of it in his study leave terms.

6.2 Tenure of Study Programmes

Tenure of study leave shall be as follows:

- a. Two years for the M.Sc/M.Phil with a possible extension of one year as may be necessary. The extension of time can only be granted if it is supported by favourable recommendations from the staff's academic supervisor and Head of Department;
- b. Three years for full time PhD with a possible extension of one year as may be necessary as stated in (a) above;
- c. Up to five years for part-time PhD programme shall be granted with a possible extension of one year as stated in (b) above;
- d. Technical and Professional training programmes are of various duration, and shall be addressed on the advice of the training institutions
- e. Local Refresher courses and Technical Assistance programmes are generally of short duration (1- 4 weeks) and usually non-residential
- f. Mentoring and understudy programmes are usually in-house and on-going, and the duration depends on the purpose for which it is undertaken.

6.3 Sponsorship and Bonding

CCST staff who are sponsored for training shall be subject to appropriate bonding. Sponsorship under the College fellowship fall under four main categories. They are:

a. Full Sponsorship

Under this category, the staff shall be a full-time student and shall be paid salaries, allowances and training-related fees by the College. On completion of the course, the staff shall be bonded for a period equivalent to two times the duration of the training, up to a maximum of five years.

b. Full-time Partial Sponsorship

Under this category, the staff shall be a full-time student and shall be paid salaries and allowances by the College whilst he pays his own training related fees. On completion of the course, the staff shall be bonded for one and half times the duration of the training.

c. Part-time Partial Sponsorship (Day Release)

- . Under this category, the staff shall be a part-time student and shall be paid salaries and allowances by the College whilst he pays his own training-related fees. On completion of the course, the staff shall be bonded for a period equivalent to the duration of the training.

d. Full-time Worker (Attends Class after Working Hours)

Under this category, the staff shall be a full-time worker and shall attend classes after working hours. The staff shall pay his/her training related costs, and shall not be eligible for refund by the College. On completion of the course, the staff shall not be subject to a bond.

7.0 OBLIGATIONS OF THE COLLEGE FOR STUDY LEAVE TENABLE IN GHANA

For a staff granted study leave in Ghana, the College shall be responsible for the following:

a. Sponsorship for Full-Time Residential Courses

- i. Full salary plus increments when earned
- ii. Payment of approved academic fees, training allowance, board-

- ing and lodging at rates to be determined by the College from time to time.
- iii. Payment of Maintenance and Travelling Allowances where the staff possesses a means of transport and same is used in connection with the approved training provided the staff is entitled to maintenance allowance. Such claims should be submitted on the appropriate College Form certified by the staff academic Supervisor.
 - iv. Payment of cost of preparation of 5 copies of thesis; payment will be made against bills.
 - v. Granting permission in case of married staff, on request, for retention of College accommodation allocated to the staff for occupancy by his family.

b. Sponsorship for Full-Time Non-Residential Courses

- i. Full salary plus increments when earned;
- ii. Payment of approved fees;
- iii. Payment of Maintenance and Travelling Allowances where the staff possesses a means of transport and same is used in connection with the approved training provided the staff is entitled to maintenance allowance. Such claims should be submitted on the appropriate College Form certified by the Supervisor. Commuted allowance shall also be payable where applicable;
- iv. Payment of cost of preparation of 5 copies of thesis; payment will be made against bills;
- v. Payment of appropriate training allowance to a staff residing outside his normal place of abode at rates to be determined by the College Board from time to time;
- vi. On request, a married staff may be permitted to retain College accommodation allocated to him for occupancy by his family.

c. Partial Sponsorship for Full-Time training

- i. A staff shall be a full-time student;
- ii. Payment of salaries and allowances shall be made to the staff;
- iii. A staff shall pay his own fees.

d. Partial Sponsorship for Part-Time Training

- i. An staff shall be a Part-time student;
- ii. Payment of salaries and allowances shall be made to the staff;
- iii. A staff shall pay his own fees.

e. Zero Sponsorship for Full-Time Worker

The staff shall be required to continue to do his normal work at his Department and shall be released as and when necessary to attend lectures, Seminars, or any other business in connection with the approved study or training.

8.0 OBLIGATIONS OF THE COLLEGE FOR STUDY LEAVE TENABLE OUTSIDE GHANA

It is recognized that it might be necessary to grant awards to members of staff to undertake research or to work for higher degrees or for the purpose of keeping abreast with developments in their fields at institutions/universities outside the country. In such situations, serious efforts should be made to secure external support (i.e. fellowships) for the staff to help reduce the College's financial commitments to such arrangements.

a. Full College Grant

Where no external support of any kind is available, the College shall, subject to the availability of funds, meet all training expenses, which shall consist of the following:

- i. Economy return fare between Ghana and the place of study;
- ii. All approved fees (e.g. registration, tuition, examination);
- iii. Payment of cost of preparation of 5 copies of thesis; payment will be made against bills;
- iv. Books and special equipment allowances as in 8 (f) above;
- v. Payment of salary plus increment when earned;
- vi. Payment of subsistence allowance at Scholarships Secretariat rates applicable to staff receiving salaries while in training.

b. Grants from other Sources

- i. Where the staff wins an award from sources outside the College, the value of the award shall be taken into consideration

- in determining the College's responsibilities described in (A) above.
- ii. Where the value of the award is less than that normally given by the College, the College will make up the difference to the candidates;
 - iii. Where the value of the award is equivalent to or more than the normal College award, no further grant will be offered to the candidate.

c. Study Leave and Accommodation

An staff granted study leave of more than 12 months' duration, tenable outside the country, will be required to vacate his accommodation provided by the College, immediately before his departure.

d. Study Leave and Promotion

The period spent on study leave shall not count towards the minimum period required for promotion. Staff on study leave of more than one year will not normally be considered for promotion until they return to post. However, Staff who are proceeding on study leave and who are eligible may apply for consideration for promotion before they leave.

Staff on study leave will normally be eligible for salary increments as they become due.

9.0 BREACH OF BOND

In the event of a breach of the foregoing obligations, the following actions shall be taken:

- a. A staff shall not be eligible for any benefits arising out of the Superannuation contribution made by the Council during the total period of his absence under training.
- b. A staff shall be liable to refund to Council all expenditure incurred on him or on his behalf by way of salaries paid during the total period of his absence in training and advances of allowances paid to him.
- c. The guarantors on the bond shall be jointly liable to (b) above if the staff is not able to pay.

POLICY ON STUDENT TO STUDENT RELATIONSHIP

1.0 PURPOSE

The CSIR College of Science and Technology (CCST) recognizes its obligation to provide for the safety and well-being of its students, and to ensure a wholesome environment that promotes sound academic work and positive character formation, and also fosters a strong sense of community among its student body.

The purpose of this policy is to regulate the social behavior of individual students in their interactions with other students within the academic environment of the College, and to protect the individual rights of each student by controlling those actions and behaviours that exceed the limits of acceptable conduct and the exercise of personal rights.

2.0 OBJECTIVES

This policy seeks to achieve the following:

- a. To prioritise individual honesty and integrity, concern for the physical well-being of oneself and others, as common behavioural standards among students ,
- b. To prevent, limit and correct actions that may impede, obstruct or damage the educational environment, and threaten the maintenance of order among students of the College.
- c. To encourage cooperation of all members of the community of students, both in and out of the classroom by inspiring students to take responsibility for their own decisions and actions, and thereby instill in them a sense of respect for the rights of others.

3.0 POLICY STATEMENT

The CCST is committed to ensuring the overall educational and personal growth of its students by encouraging students to take full responsibility for their choices and actions, and relating to others on the basis of honesty, respect for each other's rights, and endeavoring always to maintain an atmosphere of cordiality within the student body and the larger academic community.

In recognizing its obligation to encourage responsible student behavior and conduct, the College has instituted rules and regulations that will safeguard the safety, security and well-being of its students in their social and academic affairs, and also outlined penalties imposed for prohibited conduct and procedural due process for alleged student violations and the protection of student rights.

1.0 GUIDELINES

This policy outlines the general conduct rules and regulations and penalties imposed for prohibited conduct and explains the procedural due process available for addressing student violations.

Students are expected to familiarize themselves with this policy and comply with all regulations governing student conduct. The College reserves the right to investigate any offense that involves its students, either as victims reporting or students accused of violating the provisions of this policy.

4.1 Prohibited Conduct

Conduct for which students may be subject to judicial investigation falls into, but is not limited to, the following categories:

- i. Conduct of a violent nature that constitutes a danger to the personal safety of students and other members of the College community – e.g. Assault, attempted assault, or the threat of assault
- ii. Acts which demonstrate indifference or disregard for another person's rights, dignity or well-being.
- iii. Intentional harassment of another person – e.g. Threatening, intimidating, coercing, verbally abusing, impeding, telephoning, using electronic mail to harass or threaten others, or to send inappropriate mass mailings, posting, or otherwise transmitting or reproducing materials that are slanderous or defamatory in nature, displaying obscene, lewd, or sexually harassing images or text in a public computer facility or location that can be in view of others, or the unsolicited distribution of these materials, following or persistently bothering or annoying.

- iv. Sexual misconduct- e.g. Sexual harassment or assault in any form
- v. Possession or use of alcohol; illegal possession, use, or distribution of narcotics or controlled substances;
- vi. Smoking in unauthorized places
- vii. Unauthorized use of sound amplifying equipment on College premises
- viii. Theft or damage to property, including intellectual property of others.
- ix. Dishonesty, cheating, forgery, plagiarism, or alteration of, or misuse of documents, records or identification of other persons.
- x. Possession or use on campus of firearms, explosives, explosive fuels, dangerous chemicals or other dangerous weapons,
- xi. Conduct which adversely affects the student's suitability as a member of the College.

DISCIPLINARY PROCEDURE

Students charged with disciplinary code violations are entitled to due process as described in this policy and students may appeal certain penalties imposed for violations.

1. For any of the above misconduct, the College President shall appoint a Disciplinary Committee made up of a Chairman who shall be of Professorial status, two members of Convocation, the Registrar or his representative, and a member of the Student Representative Council who shall not be below the level of the affected student, to investigate the alleged misconduct. The recommendations of the Disciplinary Committee shall be submitted to the College President for final decision.
2. In all proceedings of a Disciplinary Committee, a student accused of misconduct shall be informed in writing of the basis on which proceedings are initiated.
3. The student shall appear before the Committee to explain and defend his conduct. He shall be entitled to call witnesses and hear testimonies and cross examine any witnesses called by the Committee.
4. The College President has the power to direct a student against

whom proceedings of a major offence are being taken or about to be taken, or against whom criminal proceedings are being initiated to temporarily suspend attendance at classes pending conclusion of the investigation.

5. If, as a result of this investigation, the President determines that the student's behavior indicates substantial risk of threat to self or others, withdrawal from the College may be recommended. The parents/sponsors of the student will be notified as soon as possible, and they must assume responsibility for the student's care.
6. Students who are withdrawn for proven misconduct will not be allowed to attend classes and will not be allowed to access the campus or any College sanctioned or sponsored events.
7. Removal of a student from the College will be undertaken only as a last resort. Every effort shall be made through educational and counseling programmes to help students understand the consequences of their behavior to enable them make responsible decisions, and develop skills that will allow them to remain and function properly in the College community.

PENALTIES

The following penalties may be imposed in disciplinary proceedings in respect of reported and confirmed misconduct:

- i. Suspension
- ii. Withdrawal/Expulsion
- iii. Criminal prosecution

RIGHT OF APPEAL

- a. A student adversely affected by any decision of a disciplinary proceeding may, within 14 days of notification to him of the decision, appeal against such decision to the College President.
- b. If the student fails to appeal within the stipulated 14 days of notification to him of the decision, the position of the Committee shall be upheld.

POLICY ON STUDENT EVALUATION OF TEACHING AND LEARNING

1. PURPOSE

This document is intended to set out the procedure by which the College would obtain feedback from students as a way of evaluating teaching and learning effectiveness to help address any gaps/deficiencies in teaching methodology and student learning.

This policy is necessary because at the end of each semester and after going through a course, a student is expected to understand, know and be able to perform a set of actions as a result of the learning experience acquired in that semester. The aim of the evaluation process is therefore to help improve the quality and viability of each academic programme.

2. POLICY STATEMENT

- 2.1 The CSIR College of Science and Technology is committed to monitoring and improving the quality of teaching through systematic evaluation of teaching and learning, publication of results of the evaluation, and implementation of a series of actions arising from the student feedback.
- 2.2 Teaching staff are therefore expected to demonstrate their commitment to effective teaching and learning by giving diligent attention to evaluating all aspects of their teaching methodology, and monitoring of student learning.

3. OBJECTIVES OF EVALUATION

The evaluation process will involve both students and staff who will together be responsible for carrying out the process in a constructive and professional manner. Both staff and students will be made aware of how their feedback will be used to maintain and/or improve the quality of both their teaching and learning practices. The feedback obtained from the evaluation processes will therefore be used by the College to:

- i.) Identify opportunities for recognizing excellence and thereby to identify areas that call for improvement.

- ii.) Help improve teaching and learning experiences for both students and lecturers
- iii.) Assist staff to engage in scholarly review of their own teaching methods by reflecting on course design, course delivery, student engagement and support, as well as assessment through examinations and assignments.
- iv.) Provide teaching staff indicators of their teaching performance, especially when they have to discuss work plans with line managers and provide evidence for academic staff promotions and performance management processes and teaching portfolios.

4. GUIDELINES

- 4.1 The evaluation of teaching and learning will be carried out internally through an evaluation survey. Grading of performance will be based on the content of the course experience reports submitted by students through the questionnaire, and student pass rates at relevant examinations, assignments and quizzes.
- 4.2 At the end of each semester, students will be required to complete a questionnaire to be issued by the academic section of the Registrar's Office. The completed forms will be submitted to the Head of Department for onward transmission to the office of the Dean of the Faculty.
- 4.2 The Dean of Faculty will forward the evaluation data to the Review Committee of Academic Board which will meet each of the assessed academic staff to discuss the issues raised in the review report. At that meeting, the Committee will offer suggestions on how to address the issues raised and discussed, with the expectation that the teaching that is offered to the students and the learning that follows will subsequently improve and the required standards be reached and maintained. The Review Committee will subsequently submit its report with recommendations to the Academic Board for its decision.

- 4.4 Lecturers whose performances do not improve within the following semester will be made to withdraw.
- 4.5 The source of all student feedback will be held anonymous and handled confidentially, and should under no circumstance be made public or accessed by unauthorized persons.

POLICY ON NEW STAFF INDUCTION

SUBJECT: NEW EMPLOYEE INDUCTION

PURPOSE: New employee induction is usually held to offer the new staff the opportunity of a quick appraisal of the new environment he is joining, and to make him/her feel Welcome. The induction process therefore includes:

- Providing an introductory information pack that includes:
 - A Welcome letter
 - Job description/Job outline for the position
 - Telephone directory/contact names and operating communication systems
 - Document outlining the Mission, Vision and Values of the institution
 - Background Information on the College
 - HR policies and procedures manual
 - Safety measures, including Fire emergency evacuation procedures
- Assisting the new staff to complete outstanding new hire documentation(i.e. Bank details, Pension/Provident Fund etc)
- Discussing duties and responsibilities and Hours of Work
- Taking a tour of immediate work area
- Introduction to Critical officials/Top Management personnel (i.e. President, Vice President, Dean, Registrar, Head of Department etc.
- Introduction to immediate work colleagues.

POLICY:

Induction programmes for new staff shall be held within 1 week of new staff reporting for duty, and shall be designed to provide new staff members with introductory information and resources that will make them feel welcome and connected.

GUIDELINES

- 1.** The Head of the Department concerned shall co-ordinate all activities of the induction process.
- 2.** New employee induction shall be held within the 1st week of assumption of the position.
- 3.** Prior to the day of assumption of the new staff, the office of the Registrar, in consultation with the relevant Head of Department shall put together an induction programme of activities to receive the new member.
- 4.** New staff's office shall be identified and duly equipped.
- 5.** Scheduled activities for the week of induction shall include the following:
 - 5.1** Welcome by Registrar or identified representative
 - 5.2** Introduction of new staff to the relevant Head of Department and other members of the department or unit they have joined.
 - 5.3** Introduction to College President, Vice President and other members of management.
 - 6.0** Provision of copies of the following reference/regulatory documents to the new staff members for their study and guidance:
 - Induction Time-table
 - Code of Conduct and Related Policies
 - College Statute document
 - College Brochure detailing the Mission, Vision and Values of the College
 - Conditions of Service document
 - 7.0** Introduction to facilities and location of services and access procedures including:
 - Photocopying
 - Fax and Telephone
 - Departmental Secretariat
 - Treasury and Accounts Office
 - Transport Department
 - Canteen/Restaurant
 - 8.0** Briefing on Hours of Work, Vacations, Sick Leave Procedures and other terms of Service.

STAFF ORIENTATION POLICY

SUBJECT: NEW EMPLOYEE ORIENTATION

PURPOSE: To assist new employees to become familiar with the organization and their jobs, and to establish themselves quickly in the College.

POLICY: New employee orientation programmes shall be conducted over a period of 4-weeks following the staff induction, and shall be designed to ensure that new employees are integrated quickly and effectively into the organization, its culture, their work environment, and their jobs.

OBJECTIVES: Orientation programmes shall seek to achieve the following specific objectives:

1. That new employees are given understanding of the following:
 - (a) The History, Objectives and Operations of the College as a whole.
 - (b) The Mission, Vision and Core Values of the organization as the foundation for learning its norms.
 - (c) The specific objectives of their departments and work units and the responsibilities demanded of their positions/jobs.
2. That new employees are given adequate information on the following areas to aid understanding of the culture and environment of their jobs.
 - a) Conditions of Service
 - b) Working arrangements (reporting and closing times, lunch breaks, etc.)
 - c) HR Management Systems of the College (e.g. staff performance appraisal, training and career development, etc.)
 - d) Employee Welfare Schemes
3. That adequate communication is provided to the workforce to create awareness about the entry of new employees into the organization

4. (e.g. publication in the organisation's newsletters, appropriate communication on Notice Boards, guided tours of facilities of the institution, etc.)
5. That orientation programmes are evaluated periodically to assess their effectiveness, and reviewed to ensure their continuous relevance to the organisation's needs.

GUIDELINES

Orientation of New Staff shall be in accordance with the following guidelines:

1. The Office of the Registrar shall co-ordinate all orientation programmes in close consultation with the employing department.
2. General Orientation: New employees shall be introduced to the following:
 - (a) The History of the organization
 - (b) Vision and Mission Statements and Values of the Organization
 - (c) Organizational Structure and Operations – Governance Structure, Physical/Geographical Structure etc.
 - (d) Policies and Procedures
 - (e) Organizational Culture and Norms
 - (f) Terms and Conditions of Employment

The above introductions shall be conducted using a combination of audio-visual technology, talks, and discussions, provision of relevant literature (e.g. College brochure, policy documents, Code of Ethics and Conduct, College Statutes etc.) and guided tours of facilities and sites of the College.

3. Orientation to the Department: Departmental orientation shall include:
 - i. Introduction to Head of Department
 - ii. Introduction to departmental colleagues and co-workers
 - iii. Up-to-date job description, outline of duties, and expectations
 - iv. Explanation of key aspects of the job

- v. Explanation of how the job fits in with the wider departmental role and objectives.
 - vi. Important contacts within and outside the department
 - vii. Provision of up-to-date copy of job description with overview of the main responsibilities of the role.
 - viii. Provision of information on the Administrative Systems within the department (e.g. stationery ordering, booking meeting rooms, leave scheduling etc.)
 - ix. Overview of College facilities and services available to staff including, catering outlets, sports facilities, shops, library, banks, campus security.
 - x. Provision of instructions regarding fire and other emergency evacuation facilities and arrangements for building(s).
4. End-of-Orientation Review meetings shall be scheduled to afford new employees opportunity to share their initial observations as feedback on process effectiveness.

ACADEMIC STAFF MENTORING POLICY

SUBJECT: NEW FACULTY MENTORING

PURPOSE: To provide a process where an established member of staff (the Mentor) offers advice, guidance and encouragement to another member of staff (the mentee) in support of their learning and professional development.

POLICY: All academic staff shall be appointed a mentor for their first year to assist them develop experience, knowledge and skills in teaching and research to help them become productive members of the CCST academic community.

GUIDELINES:

Responsibilities of the Key Parties

1.0 The Head of Department

- 1.1 Once a new faculty is appointed, the Head of Department will consult with experienced staff within the same discipline as that of the new staff, to identify a suitable mentor for the new staff.
- 1.2 Write officially to confirm the appointment of the mentor to the new staff.
- 1.3 Agree on mentoring duties with the identified mentor (e.g.
 - providing an introduction to preparing and delivering a lecture
 - providing opportunities for mentee to observe the teaching of a more experienced colleague
 - doing team teaching/sharing time on class units with a mentee
 - Assigning teaching duties to the new member of staff
 - providing information about setting questions and developing marking schemes etc.
 - arranging for the new member of staff to have their teaching observed and reviewed by a more experienced staff

- providing information about available library resources and services
- collaborating on some projects, sit in on classes and discuss his observations,
- providing the administrative deadlines (e.g. quizzes, exam setting, exam moderation etc.)
- describing the administrative support available for teaching and research etc.

1.4 Monitor the mentoring meetings and hold periodic review meetings (quarterly) with the mentor and mentee to ascertain progress of the process.

2.0 The Mentor

- 2.1** The mentor and mentee shall hold their first meeting during the mentee's induction to develop an implementation roadmap and an Action Plan for the mentoring activities.
- 2.2** Thereafter, the mentor and mentee shall hold regular/scheduled meetings for at least 6 months
- 2.3** Where necessary, and as part of the mentoring process, arrange for mentee to meet/consult appropriate individuals on specific issues.
- 2.4** Respect confidentiality and treat mentoring duties seriously.

3.0 The Mentee

- 3.1** Be proactive in expressing their needs
- 3.2** Respect mentor's time schedules
- 3.3** Take time to reflect upon, internalize the knowledge and skills gained, and endeavour to make expected behaviour changes.