

**CSIR COLLEGE OF SCIENCE AND TECHNOLOGY  
GHANA-WEST AFRICA**



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

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## **PREAMBLE**

The CSIR College of Science and Technology (CCST) is affiliated to the University of Cape Coast (UCC) and accredited by the National Accreditation Board. The College as an affiliate institution has signed an Affiliation Agreement and Memorandum of Understanding with the University, our mentor institution. The Agreement stipulates that in order for UCC to be part of the processes in CCST and to ensure uniformity in standards and enhance efficiency and quality in the affiliation processes, UCC shall have its representation on the College Governing Board, Academic Board and also Appointments and Promotions Committee. The College is also required to comply with the University of Cape Coast Criteria for Appointments and Promotions of Senior Member (Teaching) among others.

In light of the agreement, the College's appointments and promotions requirements are based on what apply to staff in research departments or institutes in our mentoring institution. For the avoidance of doubt, the minimum number of publications required for the teaching staff in the College shall be one-and-half (1½) of what is required of the teaching staff in the non-research departments or non-research institutes

It is based on this scale and other institution specific factors that the College's appointments and promotions criteria have been developed.

## PART 1

### SENIOR MEMBERS (TEACHING)

#### 1.0 GENERAL PROVISIONS FOR APPOINTMENTS

##### Procedure for Full-time Appointments

- 1.1 All Fresh, full-time appointments shall be by interview.
- 1.2 Candidates seeking appointment to teaching positions must obtain the College's Application for Appointment Form from the Registry, and complete in quadruplicate.

The following documents must accompany the completed forms:

- i) Transcript of academic qualifications and photocopy of certificates.
  - ii) Detailed, updated curriculum vitae.
  - iii) At least two recent passport-sized photographs.
  - iv) Names of at least three (3) referees one of whom should have known the candidate as a student
- 1.3 On receipt of the completed forms by the Registry, the following procedure shall apply:
- i) The Registrar must verify and authenticate the publications, documentations and certificates of applicants.
  - ii) The Registrar shall forward the forms to the appropriate Head of Department after satisfying him/herself that all relevant documents have been provided by the applicants.
  - iii) The application shall be considered by the Departmental Committee, which shall be constituted by the Head of Department, made up of academic staff not below the rank being sought, for the purposes of interaction with the applicant in the first instance within two (2) weeks to verify the qualification, content, as well as the relevance of the applicant's expertise to the achievement of the Departmental objectives. The report of the Departmental Committee should be duly signed by all members present.
- 1.4 On receipt of the Departmental Committee's report, the Registrar shall present the candidate, together with all reports on him/her, to the College's Appointments and Promotions Committee for interview.
- 1.5 The Appointments and Promotions Committee shall forward its report for consideration by the College Governing Board.

1.6 The decision of the Governing Board shall be communicated to the candidate.

## 2.0 QUALIFICATIONS FOR APPOINTMENT

### 2.1 Assistant Lecturer

In special cases candidates with MPhil or research-based MBA, or any equivalent qualification, may be considered. Candidates appointed under such conditions must take steps to obtain a PhD at most six years after appointment before he/she may be considered for promotion to the next higher position of Lecturer. Candidates who fail to move to the next stage of a lecturer will not be eligible to apply for renewal of contract appointment.

### 2.2 Lecturer

A candidate seeking appointment as Lecturer must:

- i. Possess a PhD in the relevant field of specialization.
- ii. Have teaching/research experience, preferably from a tertiary institution.
- iii. Provide evidence of publications. This will be an advantage.

### 2.3 Senior Lecturer

A candidate seeking appointment as Senior Lecturer must:

- i. Satisfy the academic qualification specified for Lectureship under (2.2) above.
- ii. Have at least four years post-qualification teaching/research experience in an analogous institution of higher learning.
- iii. Have at least eight (8) refereed publications in his/her area of specification.

### 2.4 Associate Professor

A candidate seeking appointment as Associate Professor must:

- i. Satisfy the academic qualifications specified for Senior Lecturer under (2.3) above.
- ii. Have taught in an analogous institution of higher learning for a minimum of four years as Senior Lecturer.
- iii. Have at least eleven (11) refereed publications since his/her last appointment as Senior Lecturer or must have a total of nineteen (19) refereed publications since appointment as Lecturer.
- iv. Produce evidence of any other research/professional activity.

### 2.5 Professor



For appointment to the rank of full Professor, a candidate must:

- i. Satisfy the academic qualifications specified for the rank of Associate Professor.
- ii. Have taught for a minimum of two (2) years as Associate Professor or have considerable number of years of teaching/research experience in a University or a comparable institution.
- v. Have at least twelve (12) refereed publications since his/her last appointment as an Associate Professor or must have a total of thirty-One (31) refereed publications since appointment as Lecturer.

### **2.5.1 Age Limit for Appointment**

The age limit for fresh appointment to a lectureship position for those without PhD as specified above is forty-five (45) years.

## **2.6 Probation Period**

**2.6.1** All newly appointed persons without University teaching experience shall serve a probation period of not less than one (1) year.

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

## **3.0 CONFIRMATION OF APPOINTMENT**

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

### **3.2 Procedure for Confirmation of Appointment**

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

**3.2.2** On receipt of the Mentor's report, the Head of Department shall attach his/her completed Assessment form on the appointee and submit same to the Registrar. The Registrar shall ensure that the reports are in order before preparing same for consideration by the Appointments and Promotions Committee.

### **3.3 Unsatisfactory Reports after Probation**

**3.3.1** At the end of probation under (2.6.1) above, if a report(s) is/are found to be unsatisfactory, the period of probation may be extended for up to one (1) academic year.

### **3.4 Satisfactory Reports**

**3.4.1** If the reports are satisfactory, the decision of the Appointments and Promotions Committee shall include confirmation of the appointment for up to the first six (6) years, with effect

from the date of appointment, to mark the end of the appointee's first contract appointment.

**3.4.2** The decision of the Appointments and Promotions Committee shall be ratified or otherwise by Governing Board.

**3.4.3** The decision of the Governing Board shall be communicated to appointee.

#### **4.0 RENEWAL OF CONTRACT APPOINTMENT**

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

##### **4.1 Procedure for Renewal of Contract Appointment**

**4.1.1** At least six (6) months to the end of his/her existing contract, the appointee apply in writing, indicating his/her intention to renew the contract or otherwise.

**4.1.2** Application for renewal of contracts shall be assessed on criteria below, which shall be subject to periodic review:

- i. Courses taught on the programme
- ii. Masters' students being supervised
- iii. Masters' students graduated under your supervision
- iv. Doctoral students being supervised
- v. Doctoral students graduated under your supervision
- vi. Contribution to revision or development of programmes/courses
- vii. Junior academics being supervised
- viii. Presentations at seminars/workshop for students, staff, general academics and public
- ix. Grants/projects attracted to the College
- x. General contribution to the College

**4.1.3** The following contract periods shall apply in relation to publications:

- i. Without any publication during the contract period: contract to be renewed for two (2) years.
- ii. One (1) publication: contract to be renewed for four (4) years
- iii. Two (2) or more publications: contract to be renewed for six (6) years

**4.1.4** Any application under (4.1.2) above shall:

- i) Specify the number of years for which the appointee intends the contract to be renewed, (e.g. 2, 4 or 6 years).

**4.1.5** Applicant must indicate the items listed in 4.1.2 in his/her updated CV and attach copies to the application.

## **4.2 Mode of Application for Renewal**

- 4.2.1** An appointee seeking renewal of his/her contract appointment, shall submit his/her application addressed to the Chairman, Appointments and Promotions Committee, through the Head of Department.
- 4.2.2** The Head of Department, on the receipt of the application, shall attach his/her report on the appointee and submit same for consideration by the Departmental Committee.
- 4.2.3** The Departmental Committee, after its consideration, shall submit its report, duly signed by only eligible members, to the Registrar.
- 4.2.4** On receipt of the Department's Report, the Registrar shall submit same for consideration by the Appointments and Promotions Committee after satisfying himself/herself that the report has met stipulated requirements.
- 4.2.5** The decision of the Appointments and Promotions Committee shall be ratified or otherwise by Governing Board.
- 4.2.6** The decision of the Governing Board shall be communicated to appointee.

## **5.0 GENERAL PROVISIONS FOR PROMOTIONS**

### **5.1 General Procedure for Provision**

- 5.1.1** Candidates applying for promotion should obtain application forms from the Registrar for completion.
- 5.1.2** Completed application forms, including requisite supporting documents such as: Updated Curriculum Vitae, list of Publications/Articles, Students' Assessment Report together with their hard/soft copies (as the case may be), should be submitted to the Head of Department. *(Heads of Department should not take more than two weeks to forward submitted applications to the Office of the College President)*
- 5.1.3** The Head of Department shall, after initial consideration by the Departmental Committee, forward the application to the Registrar.
- 5.1.4** On receipt of Departmental Committee's report, the Registrar shall ensure that the report is in order before preparing same for consideration by the Appointments and Promotions Committee.
- 5.1.5** Where the applicant is seeking appointment/promotion to a rank higher than that of the Head of Department, the Head of Department shall submit the application without his/her comments, to the College President.

**5.1.6** The Appointments and Promotions Committee shall consider the applications, together with supporting documents and then forward to the University of Cape Coast Institutional Affiliation Office for further necessary action.

**5.1.7** Mentoring Institution will nominate external assessors.

*[For the avoidance of doubt, an eligible member of the Departmental Committee is one whose rank is equal to or above the rank for which the applicant is seeking].*

## **5.2 Assessment Procedure**

**5.2.1** All publications shall be assessed externally.

## **5.3 Grading of Assessments**

**5.3.1** External Assessors shall quantify their assessments in percentage such as 50%, 70%, 80%, etc., and give corresponding letter grades.

**5.3.2** The external assessors' assessment should be scaled down to 50%. Out of the remaining 50%, candidates should be assessed by the departments in two parts:

(a) 15% for service to the community, i.e. involvement in activities within and outside the College to be scored as follows:

- a) Very active = 11-15
- b) Active = 6-10
- c) Less Active = 0-5

(b) 35% grading for teaching in the department to be scored as follows:

- a) Excellent = 31-35
- b) Very good = 26-30
- c) Good = 21-25
- d) Fair = 16-20
- e) Poor = 0-15

(c) A candidate should earn at least 50% of the above for his/her papers to be considered.

**5.3.3** The Departmental Committee's assessment shall be brought to the Appointments and Promotions Committee for consideration and approval.

**5.3.4** By the weighing system outlined above, a candidate needs to score an average of B (70%) in the publication to qualify for consideration for promotion.

#### **5.4 Use of Modules for Promotion**

**5.4.1** From Lecturer to Senior Lecturer, a maximum of two (2) modules will be accepted for consideration in addition to other publications.

#### **5.5 Teaching/Research Experience**

**5.5.1** From Assistant Lecturer to Senior Lecturer – minimum of six (6) years teaching/research experience including one (1) year PhD post qualification teaching/research experience.

**5.5.2** From Lecturer to Senior Lecturer - minimum of four (4) years Teaching/Research experience.

**5.5.3** From Senior Lecturer to Associate Professor - minimum of 4 years Teaching/Research experience.

**5.5.4** From Associate Professor to Professor - minimum of 2 years Teaching/Research experience

**5.5.5** In all cases, Teaching/Research experience does not include period of Full-time studies, Post-doctoral studies and sabbatical leave.

#### **5.6 PROMOTION CRITERIA**

##### **5.6.1 From Assistant Lecturer to Senior Lecturer**

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

- a. Possess a PhD in the relevant field of specialization and must have been upgraded to the rank of Lecturer;
- b. Have at least six years teaching/research experience in the College or analogous institution as an Assistant Lecturer with at least one year being post PhD qualification teaching/research experience;
- c. Have at least nine (9) publications in relevant area of specialization since appointment as Assistant Lecturer.

##### **5.6.2 From Lecturer to Senior Lecturer**

**5.6.2.1** A Candidates seeking promotion to the rank of Senior Lecturer must:

- a. Have been engaged in College teaching, research and community service as a Lecturer for at least four (4) years;
- b. Have at least eight (8) refereed publications or evidence of acceptance of publication by Editorial Board.

- c. Satisfy other conditions as provided under 5.1.1-5.1.5 where applicable.

### **5.6.3 From Senior Lecturer to Associate Professor**

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

- a. Must have been engaged in College teaching, research and community service as a Senior Lecturer for at least four (4) years;
- b. Must have at least eleven (11) refereed publications to his/her credit after promotion to the rank of Senior Lecturer.

### **5.6.4 From Associate Professor to Full Professor**

**5.6.4.1** A candidate seeking promotion to the rank of Full Professor/Librarian must satisfy the following conditions:

- a. Must have been engaged in College teaching, research and community service as Associate Professor for at least two (2) years;
- b. Must have at least thirty-One (31) refereed publications, at least twelve (12) of which must have been published after appointment as Associate Professor.

## **5.7 PUBLICATIONS FOR PROMOTION**

### **5.7.1 Definition of Publications**

**5.7.1.1** The following shall be accepted as evidence of publications:

- a. Books and parts of books published or evidence of acceptance for publications
- b. Articles in scholarly/refereed journals
- c. Research/consultancy/technical reports.

**5.7.1.2** In the assessment of the above publications, premium will be placed on refereed publications.

**5.7.1.3** For the purposes of assessment, a paper not published in refereed journals and books shall be defined as:

- a. Peer reviewed technical reports from Institutes, centers, multilateral agencies (e.g. UN System), bilateral agencies (e.g. DFID, USAID, DANIDA) and other Local and International organizations (e.g. PPAG, Care, Plan), shall attract two points.
- b. Commissioned reports published by the above agencies or accepted for publication under the auspices of the agency involved shall attract two points.

- c. A paper presented at a local or international seminar/workshop which has been published in a conference proceeding shall attract one point if not refereed. If refereed, it shall attract three points.

## **5.7.2 Number of Publications and their Value**

**5.7.2.1** One (1) published book shall count as three papers and attract nine points.

**5.7.2.2** Co-authored book shall attract a maximum of 9 points.

**5.7.2.3** Joint publications should be credited to the co-authors in the following manner:

- a. One (1) chapter contributed by a co-author in a book shall count as one paper and attract three points;
- b. Two or more chapters contributed in a book shall count as two papers and attract six points.
- c. An applicant will need a cumulative minimum of 15, 36 or 60 points for an application to be considered for promotion to Senior Lecturer, Associate Professor and Professor respectively.

## **5.7.3 Refereed and Unrefereed Publications**

**5.7.3.1** A refereed publication is any publication which has been published in a refereed journal/book.

**5.7.3.2** An unrefereed publication shall include research, consultancy and technical reports.

## **5.8 ASSESSMENT OF PUBLICATIONS FOR PROMOTION**

### **5.8.1 Assessment of Publication**

**5.8.1.1** All papers submitted in support of promotion shall be externally assessed.

### **5.8.2 Definition of External Assessor**

**5.8.2.1** An External Assessor is defined as an assessor who is an academic or a professional of repute and who is/was not a member of the College, and who is not related to or known by the applicant.

### **5.8.3 Procedure for External Assessment of Publications**

**5.8.3.1** Our mentoring institution shall appoint External Assessors to review the promotion documents. The documents shall then be forwarded to the Assessor together with guidelines for the assessment. The fee for the assessment shall be borne by the College.

**5.8.3.2** On completion of their assessment, the assessors shall forward their reports together with the documents to our mentoring Institution. The report shall be forwarded to the College and processed for consideration by the Appointments and Promotions Committee.

**5.8.3.3** The Appointments and Promotions Committee's decision shall be forwarded for ratification or otherwise by the Governing Board.

**5.8.3.4** The decision of the Governing Board shall be communicated to the applicant to end the procedure.

## **5.9 PROMOTION OF SENIOR MEMBERS ON STUDY LEAVE (TEACHING)**

**5.9.1** A senior member who qualifies (i.e. serves the required duration) for promotion and applies for promotion before leaving for study shall have his application processed. If he/she is successful, the effective date shall be of application.

**5.9.2** A senior member who serves the required duration for promotion but did not apply may also apply while on study leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the study leave.

**5.9.3** A senior member who did not serve the minimum duration required for promotion before going on full time study leave does not qualify to apply while on study leave. He may apply for promotion only after he/she returns to post and completes the required duration.

**5.9.4** A senior member on part-time study leave may also apply for promotion when he/she obtains the minimum duration of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.

## **5.10 PROMOTION OF SENIOR MEMBERS (TEACHING) DUE TO RETIRE**

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

## **5.11 POST-RETIREMENT CONTRACT APPOINTMENT**

**5.11.1** Subject to medical fitness, only senior members who are of the rank of Senior Lecturer and analogous ranks shall be eligible to be considered for post-retirement contract appointment. The duration of the contract shall be determined by the Appointments and Promotions Committee.

**5.11.2** Post-retirement contract appointment shall not exceed a period of five (5) consecutive years for Senior Lecturer, eight (8) years for Associate Professor and ten (10) years for Full Professor.



## **5.12 ACCELERATED/EXCEPTIONAL PROMOTIONS**

**5.12.1** A candidate seeking promotion under the Accelerated/exceptional promotion criteria in the College must:

- a. Serve for at least half ( $\frac{1}{2}$ ) of the minimum number of years required for regular promotions;
- b. Submit at least two (2) times, the number of publications for the position applied for;
- c. Participate actively in the programmes/activities of the Department/College and also engage in extension/community services;
- d. Publish at least half of the number of articles required for the rank in reputable journals. In the case of a book, it should be published by a recognized publishing house (peer reviewed), (from Lecturer to Professor).
- e. Fulfill all the other conditions for normal promotions (e.g. assessment reports by Students/Heads/External Assessors).
- f. An individual shall benefit only once from the accelerated/exceptional promotion package.

## **5.13 EXCEPTIONAL CASES**

The criteria outlined above are intended to be used as a guide. The College's Appointments & Promotions Committee subject to the approval of the Governing Board may consider exceptional cases on their merit.

## PART II

### SENIOR MEMBERS (NON-TEACHING)

#### REGISTRAR'S DEPARTMENT

##### 1.0 CRITERIA FOR APPOINTMENT

1.1 All fresh appointments shall be by interview.

##### 1.2 Eligibility for Appointments

1.2.1 For appointments to the administrative grades, the following criteria shall apply.

1.2.2 A candidate seeking appointment to administrative positions must obtain and complete in triplicate, the College's Application for Appointment form from the Registrar. The following documents must accompany the completed forms:

- (a) Transcripts of academic qualifications and photocopy of certificates
- (b) Detailed, updated curriculum vitae
- (c) Three recent passport-sized photographs
- (d) Names of at least three (3) referees.

##### 2.0 QUALIFICATIONS FOR APPOINTMENT

##### 2.1 Junior Assistant Registrar/Administrative Officer and its Analogous

2.1.1 A candidate must possess MPhil (Administration in Higher Education/Educational Administration) or 2-year MBA/MPA, or any equivalent professional qualification. In addition, candidates must have had at least two years post-qualification experience. In exceptional circumstances, candidates without experience in administration/management may be considered.

##### 2.2 Assistant Registrar/Senior Administrative Officer and its Analogous

2.2.1 A candidate seeking appointment as Assistant Registrar must:

- (a) Possess an MPhil (Administration in Higher Education/Educational Administration) or 2-year MBA/MPA, or any equivalent professional qualification
- (b) Have at least two years post-qualification experience preferably in higher education administration.

Possession of a doctorate degree in the relevant field of specialisation and evidence of publications would be an advantage

### **2.3 Senior Assistant Registrar/Principal Administrative Officer and its Analogous**

A candidate seeking appointment as Senior Assistant Registrar must:

- (a) Satisfy the academic qualifications specified for Assistant Registrar under 2.2 above
- (b) Have served as Assistant Registrar or equivalent rank in a university or analogous institution for a minimum of four years
- (c) Have at least five publications/position papers/memoranda/reports in his/her area of specialisation
- (d) Show evidence of significant impact in administration in an analogous organisation.

Two external assessors' reports shall be required.

### **2.4 Deputy Registrar**

For appointment to the post of Deputy Registrar, candidate must possess an MPhil or two-year MBA or equivalent professional qualification.

- (a) Have served as Senior Assistant Registrar or equivalent rank in an analogous institution for a minimum of five years
- (b) Have at least 12 publications/ position papers/ memoranda/reports in his/her area of specialisation, two of which must be a refereed publication.
- (c) Favourable reports from two external assessors on the candidate's memoranda, reports, papers, publications, etc., will be required.

Two external assessors' reports shall be required, and one of whom shall sit in the Interview.

### **2.5 Registrar**

Appointment to the position shall proceed as provided by the Statutes.  
Appointment shall be by tenure.

## **FINANCE OFFICE/INTERNAL AUDIT**

### **1.0 Eligibility for Appointment**

**1.1** For appointment as a Senior Member in the Finance Office/Internal Audit Unit, a candidate must satisfy the criteria defined below for the various grades.

### **2.0 Assistant Accountant/Assistant Internal Auditor**

**2.1.1** A candidate must possess:

- (a) A good first degree in Accountancy or Finance
- (b) A final Examinations Certificate of any of the following professional bodies:
  - i. Institute of Chartered Accountants (ICA, Ghana)
  - ii. Association of Chartered Certified Accountants (ACCA)
  - iii. Chartered Institute of Management Accountants (CIMA)

OR

(c) A good first degree in Accountancy or Finance or equivalent professional qualification

(d) A relevant two-year MBA in Accounting/Finance or any equivalent qualification.

In all cases, the applicant must have two (2) years post qualification experience

**2.1.2** A candidate appointed under (c) & (d) above must take steps to improve himself/herself professionally at most five years after appointment, to be considered for promotion to the next higher rank of Accountant/ Internal Auditor.

## **2.2 Accountant/Internal Auditor**

**2.2.1** For appointment to the above rank, a candidate must:

(a) Have a good first degree in Accountancy/Finance

(b) Be a member of any of the following professional bodies:

i. Institute of Chartered Accountants, Ghana (ICA, Ghana)

ii. Association of Chartered Certified Accountants (ACCA)

iii. Chartered Institute of Management Accountants (CIMA)

(c) Have served as Assistant Accountant / Assistant Internal Auditor for a minimum of two years in the service of the College or analogous institution or three years post qualification experience in a relevant role.

OR

(d) Have a good first degree in Accountancy or Finance or equivalent professional qualification.

(e) Hold a two-year MBA degree in Accounting/Finance with not less than three years post-qualification experience in a College or analogous institution.

(f) Must be a member qualified member of a Professional body (ICA, ACCA or CIMA)

## **2.3 Senior Accountant/ Senior Internal Auditor**

**2.3.1** A candidate must either:

(a) Be a member of a recognised professional body

(b) Have a minimum of four years post qualification experience

OR

(c) Have served as Accountant/ Internal Auditor for a minimum of four years in the service of the University or analogous institution

(d) Possess a minimum of seven years relevant post qualification experience in an industry, commerce or public service.

## **2.4 Deputy Finance Officer /Deputy Internal Auditor**

**2.4.1** A candidate seeking appointment to the above position must:

(a) Be a member of a recognised professional body.

(b) Have served in the College or analogous institution for a minimum of five years as Senior Accountant or Senior Internal Auditor.

OR

(d) Possess a minimum of seven years relevant post qualification experience in the industry, commerce or public service as an Accountant.

**2.4.2** Reports from two external assessors, one of whom shall be a member of the interview panel, shall be required.

## **2.5 Finance Officer**

**2.5.1** The post of Finance Officer shall be filled by appointment only.

To be eligible, a candidate must

a. Be a member of a recognized professional accounting body

b. Have served in the College or analogous institution as Deputy Finance Officer for a minimum of five years or have a minimum of 10 years post qualification experience in a practicing firm, industry, commerce or public service.

**2.5.2** Reports from two external assessors, one of whom shall be a member of the interview panel, shall be required.

## **2.6 Appointment under Special Circumstances**

**2.6.1** Candidates who do not satisfy the requisite qualifications for the position of Accountants and above but possess considerable relevant working experience **may** be appointed under special circumstances by interview which will be conducted by a panel of professionals.

## **2.7 PROMOTIONS**

### **2.7.1 General Guidelines for Promotions**

Promotions shall be based on satisfactory performance in the following assessable areas:

- a. Ability in work
- b. Promotion of profession
- c. Human relations
- d. Service to the community

### **2.7.2 Norms for Assessment**

Assessment shall be based on the following:

- a. Exceptional
- b. Above Average
- c. Average
- d. Below Average

### **2.7.3 Eligibility for Promotion**

**2.7.3.1** For promotion to higher grades, candidates must satisfy the criteria stipulated below for the various grades.

### **2.7.4 Procedure for Promotion**

**2.7.4.1** Invitation for application for promotion

- a. Any member of staff who wishes to be considered for promotion shall complete appropriate application forms and submit these to the Registrar through his Head of Section/Unit/Department where applicable.
- b. On receipt of the application, a Head of Section shall forward same to the Registrar together with his written assessment of the candidate.
- c. The Registrar shall submit all applications for promotion together with his assessment to the Appointments and Promotions Committee.
  - (i) The completed application forms of every candidate, including the candidate's own assessment.
  - (ii) The written assessment by the candidate's Head of Section/Unit/Department and the Registrar/Committee Chairman where applicable.

## **2.7.5 Guidelines for Evaluation of Performance and Attainment**

**2.7.5.1** The following guidelines/indicators shall be applied in assessing and evaluating competence.

### **Ability in Work**

- a. Proven ability in work schedule evidence by:
  - (i) Grasp of administrative procedure, current administrative trends including relevant government administrative policies and guidelines.
  - (ii) Ability to do independent work.
  - (iii) Initiative, resourcefulness and drive
  - (iv) Sense of responsibility
  - (v) Capacity for sustained work
  - (vi) Quality of servicing Committees (preparation of materials for meetings, writing of minutes and reports promptly and accurately, taking follow-up actions effectively.
- b. Leadership qualities and drive
- c. Supervision of subordinate staff
- d. Quality of overall output

## **2.7.6 Promotion of Profession**

**2.7.6.1** Written reports, papers, memoranda on administrative matters and issues, and any relevant publications.

### **a. Human Relations**

Good image and comportment in dealing with staff and the public.

### **b. Service**

Other than normal schedule of work

**2.7.6.2** Services which candidates claims to have rendered other than his/her own schedule of duties will be assessed by the Head of Section/Unit/Department, the Registrar, the Administration Appointments and Promotions Committee and the College Appointments and Promotions Board and should include contributions to the College community and at the local, national and international levels.

## **REGISTRAR'S DEPARTMENT**

### **3.0 From Junior Assistant Registrar/Administrative Officer to Assistant Registrar/Senior Administrative Officer**

**3.1** Candidates must have served satisfactorily in the College for at least two years. In addition, candidate's performance assessed by the Registrar in consultation with his Head of Section, where applicable, must achieve "above average" performance in "ability in work" and average performance in two other areas and in any case not below average in any of the assessable areas.

### **4.0 From Assistant Registrar/Senior Administrative Officer to Senior Assistant Registrar/Principal Administrative Officer**

**4.1** For promotion to Senior Assistant Registrar, a candidate must have:

- a. Served as an Assistant Registrar in the College or in an analogous institution for at least five years.
- b. Achieved at least 'above average' performance in 'ability in work' and 'average' performance in two other areas one of which should be 'promotion of profession'.

### **5.0 From Senior Assistant Registrar/Principal Administrative Officer to Deputy Registrar**

**5.1** For promotion from Senior Assistant Registrar to Deputy Registrar candidates must have:

- a. Served as Senior Assistant Registrar or Equivalent grade in the College or analogous institution for at least five years.
- b. Achieved at least 'above average' performance in all assessable areas.

## **FINANCE OFFICE/INTERNAL AUDIT**

### **6.0 From Assistant Accountant/Assistant Internal Auditor to Accountant/ Internal Auditor**

**6.1** Candidates must have:

- a. Served satisfactorily as a Assistant Accountant; Assistant Internal Auditor for at least two years.
- b. Achieved at least 'average' in each of the assessable areas.

### **7.0 From Accountant/Internal Auditor to Senior Accountant/Senior Internal Auditor**

**7.1** Candidates must have:

- a. Served as an Accountant/Internal Auditor for at least four years.



- b. Achieved at least ‘average’ performance in all assessable areas. Where graduates of professional accountancy bodies are given membership, they will automatically be upgraded as Accountants/Senior Assistant Internal Auditors irrespective of experience. (Membership is conferred on graduates after a minimum of 3 years post-qualification working experience).

## **8.0 From Senior Accountant/Senior Internal Auditor to Deputy Finance Officer/Internal Auditor**

### **8.1** Candidates must have:

- a. Served as Accountant/Senior Assistant Internal Auditor for at least five years.
- b. Achieved at least “Above Average” performance in “ability at work” and “promotion of work” and “Average” performance in the other assessable areas.

## **9.0 External Members**

**9.1** There shall be External Members on the interviewing panel in the appointments of Finance Officer.

**9.2** For the appointment of Deputy Finance Officer/Internal Auditor, one external member shall be required.