

KUMASI TECHNICAL UNIVERSITY



APPOINTMENTS AND PROMOTIONS POLICY

Revised in December, 2023

**KUMASI TECHNICAL UNIVERSITY
CRITERIA FOR APPOINTMENTS AND PROMOTIONS
(SENIOR MEMBERS)**

Table of Contents

Introduction.....	1
SECTION I CRITERIA FOR APPOINTMENTS AND PROMOTIONS OF SENIOR MEMBERS (TEACHING)	3
1.1 <i>Criteria for Appointments and Promotions of Senior Members (Teaching)</i>	4
1.2 <i>Assessable Areas for Appointments and Promotions</i>	4
1.2.1 <i>Appointments</i>	4
1.2.2 <i>Promotions</i>	5
1.2.3 <i>Other Required Documents and Relevant Information</i>	12
2.0 Procedure and Criteria for Appointments and Promotions.....	14
2.1 <i>Submission of Applications for Appointments and Promotions.....</i>	14
2.2 <i>Faculty Appointments and Promotions Review Committee.....</i>	15
2.3 <i>Handling of applications at the Offices of the Dean and Head of Department.....</i>	16
2.4 <i>Handling of Applications at the Registry.....</i>	16
3.0 Appointments and Promotions	17
3.1 <i>Assistant Lecturer/Assistant Research Fellow.....</i>	17
3.2 <i>Lecturer/Research Fellow.....</i>	18

3.2.1 Appointment to the rank of Lecturer/Research Fellow.....	18
3.2.2 Promotion to the rank of Lecturer/Research Fellow,	18
3.3 Senior Lecturer/Senior Research Fellow.....	19
3.4 Associate Professor	20
3.5 Professor.....	21
3.6 Visiting Faculty.....	22
3.7 Emeritus and Adjunct Appointments.....	22
3.7.1 Emeritus Professorship.....	22
3.7.2 Adjunct Appointments.....	23
3.7.3 Part-Time Teaching Appointments.....	23
3.8 University Library	24
3.8.1 Junior Assistant Librarian	24
3.8.2 Assistant Librarian	24
3.8.3 Senior Assistant Librarian	25
3.8.4 Deputy Librarian.....	25
3.8.5 Librarian	26
4.0 Guidelines for Assessment.....	27
4.1 Indicators for Assessment of Promotion of Knowledge.....	27
4.2 Indicators for Assessment of Teaching.....	30
4.2.1 Lecturer to Senior Lecturer	30
4.2.2 Senior Lecturer to Associate Professor.....	31

4.2.3 Associate Professor to Professor.....	32
4.3 Assessors	32
4.4 Indicators for Assessment of Service to Community.....	33
4.4.1 Weighting.....	35
4.5 Summary Score Sheet	38

SECTION II CRITERIA FOR APPOINTMENTS AND PROMOTIONS OF SENIOR MEMBERS (NON-TEACHING) . 40

1.0 Procedure and Criteria for Appointments or Promotions..... 41

1.1 Appointments	41
------------------------	----

1.2 Promotions	42
----------------------	----

1.2.1 Areas for Consideration.....	42
------------------------------------	----

1.2.1.1 Internal Assessment.....	42
----------------------------------	----

1.2.1.2 External Assessment	44
-----------------------------------	----

1.3 Assessment for Promotion.....	44
-----------------------------------	----

1.4 Procedure for Submission of Applications for Appointments or Promotions	45
---	----

1.5 Administration Appointments and Promotions Committee.....	Sub-Committee..... 47
---	-----------------------

2.0 Registry 47

2.1 Junior Assistant Registrar	47
--------------------------------------	----

2.2 Assistant Registrar	48
-------------------------------	----

2.3 Senior Assistant Registrar	48
2.4 Deputy Registrar	48
2.5 Registrar	49
3.0 Finance Directorate	49
3.1 Assistant Accountant	49
3.2 Accountant	49
3.3 Senior Accountant.....	49
3.4 Deputy Director of Finance	50
3.5 Director of Finance	50
4.0 Internal Audit Directorate.....	51
4.1 Assistant Internal Auditor	51
4.2 Internal Auditor	51
4.3 Senior Internal Auditor	51
4.4 Deputy Director of Internal Audit	52
4.5 Director of Internal Audit	52
5.0 Procurement Directorate	53
5.1 Assistant Procurement Officer.....	53
5.2 Procurement Officer.....	53
5.3 Senior Procurement Officer	54
5.4 Deputy Procurement Officer	54
5.4 Director of Procurement	55

6.0 Works and Physical Development Directorate.....	55
6.1 Junior Assistant Development Officer	55
6.2 Assistant Development Officer	55
6.3 Senior Assistant Development Officer	56
6.4 Assistant Estate Officer	56
6.5 Estate Officer	56
6.6 Deputy Director of Works and Physical Development	57
6.7 Director of Works and Physical Development	57
7.0 Planning and Quality Assurance Directorate (PQAD) 58	
7.1 Junior Assistant Planning Officer.....	58
7.2 Assistant Planning Officer	58
7.3 Senior Assistant Planning Officer	58
7.4 Planning Officer	59
7.5 Assistant Quality Assurance Officer	59
7.6 Quality Assurance Officer	60
8.0 Industrial Liaison Office	60
8.1 Junior Assistant Industrial Liaison Officer	60
8.2 Assistant Industrial Liaison Officer.....	61
8.3 Senior Assistant Industrial Liaison Officer	61
8.4 Industrial Liaison Officer.....	61
9.0 Guidance & Counseling Office	62

9.1 Assistant Guidance & Counseling Officer (Counselor)	62
9.2 Senior Assistant Guidance and Counseling Officer (Senior Counselor)	62
9.3 Deputy Guidance and Counseling Officer (Deputy Director of Counseling)	63
9.4 Guidance and Counseling Officer (Director of Counseling)	63
10. University Sports Office.....	64
10.1 Junior Assistant Sports Officer/Coach	64
10.2 Assistant Sports Officer/Coach	64
10.3 Sports Officer.....	64
11.0 Medical Director.....	65
12.0 Legal Officer	65
13.0 Information and Communication Technology (ICT) Centre	65
13.1 Junior Assistant ICT Officer.....	65
13.2 Assistant ICT Officer	66
13.3 Senior Assistant ICT Officer.....	66
13.4 Deputy Director of ICT.....	66
13.5 Director of ICT	67
14.0 Guidelines for Assessment	67
14.1 Indicators for Assessment of Ability in Work and Human	

Relations	68
14.2 Indicators for Assessment of Promotion of Work	68
14.3 Evaluation of the Performance in Service to Community	69
APPENDIX A.....	73
APPENDIX B	76
APPENDIX C (CONFIDENTIAL)	106
APPENDIX D.....	108
APPENDIX E.....	110
APPENDIX F	152
APPENDIX G	154
APPENDIX H	157

KUMASI TECHNICAL UNIVERSITY CRITERIA FOR APPOINTMENTS AND PROMOTIONS (SENIOR MEMBERS)

Introduction

The purpose of this policy is for the Appointments and Promotions of Teaching and Non-Teaching Senior Members of Kumasi Technical University to be in tune with the Scheme of Service of the Technical Universities and all relevant amendments.

These criteria, among others, are to help:

- Facilitate the appointments and promotions of Senior Members
- Grade Senior Members according to their qualifications and experiences.
- Recognize and reward sustained excellence and scholarship.
- Ensure that appointments and promotions are considered only on merit.
- Ensure that appointments and promotions are transparent, fair and consistent with the principles of equal opportunity without regard to gender, ethnicity, age, disability, cultural background, religion, and membership of trade union or by nature of their contract.

The Statutes of Kumasi Technical University provide some procedures for appointments and promotions of Staff, however this policy will streamline appointments and promotions of Senior Members of the University. There shall be a University Appointments and Promotions

Board (UAPB) whose composition and functions shall be as prescribed in the Statutes of KSTU.

The policy document is in three sections as follows;

- Section I: Criteria for Appointments and Promotions Senior Members (Teaching)
- Section II: Criteria for Appointments and Promotions Senior Members (Non-Teaching)
- Section III: Vacancies, Non-Eligibility for Promotions and Appeals

SECTION I

**CRITERIA FOR APPOINTMENTS AND
PROMOTIONS OF SENIOR MEMBERS
(TEACHING)**

1.1 Criteria for Appointments and Promotions of Senior Members (Teaching)

Appointments and promotions of Senior Members (Teaching) shall follow the criteria below.

1.2 Assessable Areas for Appointments and Promotions

1.2.1 Appointments

(a) Basis of Appointments

Applicants for appointment shall be assessed on:

- i. Relevant Qualification
- ii. Relevant Experience
- iii. Appearance/ personality traits
- iv. General Knowledge
- v. Reliability
- vi. Background
- vii. Aptitude

At each level of assessment the following will be checked:

- i. Quality and impact of research output
- ii. Satisfactory promotion of scholarly work
- iii. Qualitative contribution to discipline/profession
- iv. Quality and effectiveness of teaching and contribution to all aspects of teaching and learning

- v. Demonstrated leadership in discipline/profession, and community.

(b) Eligibility for Appointments

Applicant shall be assessed based on capacity or potential for:

- i. Teaching;
- ii. Scholarship;
- iii. Research;
- iv. Leadership;
- v. Industry related innovation, inventiveness and resourcefulness; and
- vi. Extension work and/or service to the University community and the nation.

1.2.2 Promotions

Subject to the provisions dealing with basic qualifications, Senior Members (Teaching) applying for promotion will be evaluated on the basis of:

- i. Teaching
- ii. Research, Scholarly and Innovation works
- iii. Community Service (University and Public)
- iv. Professional Activities
- v. Other factors

(i) Teaching

- (a) Where teaching is the primary and core duty of a Senior Member, the candidate for promotion shall be required to demonstrate an ability to teach effectively in addition to his/her other responsibilities.
- (b) In judging a candidate 's effectiveness in teaching, the appointing authority shall consider the candidate's command of the subject; continuous growth in the field; ability to organize and present materials with clarity; ability to excite intellectual curiosity in the students and to stimulate advanced-students to original work; and the extent of skill of participation in the general guidance/ counseling of students.
- (c) The Appointing Authority is required to consider the following factors and criteria in the evaluation of teaching performance:
 - demonstrated competence in the subject matter in the classroom and public presentations, including seminars, colloquia, conferences and inter-faculty lectures;
 - effectiveness in the development and use of innovative methods in teaching;
 - guidance and leadership in student activities;
 - initiation and participation in curriculum development (e.g. introduction of new courses or programmes);
 - authoring of textbooks;
 - effectiveness in supervising research projects; and

- teaching load.
- (d) Appropriate weights shall be assigned to each of the above criteria.

(ii) Research, Scholarly and Innovation Works

- (a) For purposes of appointment and promotion of Senior Members, the appointing authority shall take account of research and creative scholarship of demonstrable quality. Evidence of research and scholarship should be based upon the Senior Member's published research in refereed journals, conference proceedings, monographs, technical reports or an original professional work such as architectural or engineering designs, computer software or film or drama productions or other creative works.
- (b) In the evaluation of a candidate's research and scholarly contribution, the following shall be recognised:
 - **Independent Research:** This is based upon the candidate's own interests and needs;
 - **University Sponsored Research:** This is research based on specific areas of interest of the University.
 - **Published Text and Reference Books:** This is research aimed at publishing textbooks and reference books. The research may be either basic or applied;
 - **Contract Research:** This is research based upon the needs and interests of an external client materials and includes translation of specialized scientific and scholarly works, reviews of rare books and published research by scientific societies approved by the Academic Board; and

- ***Inventions and Novelties:*** This research consists mainly of scientific inventions or new discoveries which have been patented by the researcher or the University with recognised patent agencies in any part of the world.
- (c) The appointing authority shall also consider the following in the evaluation of a Senior Member's research and scholarly accomplishments:
- Contributions in the area of coordination of knowledge such as review of articles and books,
 - Service on editorial boards of scholarly journals;
 - Membership of technical committees of international or national conferences or symposia;
 - Prizes and awards received for scholarly achievement;
 - Technical reports authored; and
 - High level consulting work.
- (d) For purposes of this section, publication shall mean:
- Papers in internationally recognized refereed journals;
 - Papers in refereed proceedings in international conference proceedings and specialized symposia
 - Papers in the university's (KSTU) own journals
 - Refereed, published or accepted-for-publication technical reports from specialised university research centres or other internationally recognized research and policy institutions;
 - Refereed textbooks and reference books;

- Refereed authentication review of rare books;
 - Refereed translation of specialized scientific books and other scholarly works;
 - Refereed books and research reports published by scientific or other recognized societies/bodies approved by the Academic Board;
 - Inventions and novelties patented by recognized patent agencies in accordance with Intellectual Property and Commercialisation Policy of the University; and
 - Distinguished creative activities in accordance with criteria approved by the Academic Board.
- (e) In the evaluation of books, articles, technical reports, inventions and novelties and other scholarly works accepted as publication, the key ingredient should be significance not volume. The faculty/evaluator is required to judge the significance of publication by ensuring that it is done in approved faculty peer reviewed journals. In the case of a textbook it should have been published by a recognized publisher.

(iii) Community Service (University and Public)

The appointing authority shall give due recognition to and take account of the contribution of a Senior Member to the University, and the public:

- (a) In the case of service to the University, account shall be taken of a Senior Member's contribution to the administration and development of his/her Department, Faculty or Institute including but not limited to effective participation in committee work within the Department, Faculty and University at large.

- (b) Service rendered by a Senior Member to the local (non-university) community and the country, both in his/her special capacities as a scholar and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These may include organizing short courses, national or international conferences, seminars, workshops, technical projects, authoring articles for the general public, translations, identifying needs and elaborating coherent training programmes in some areas of expertise, as well as establishing a link for technical cooperation between the University and other institutions in specific areas of expertise.

(iv) Professional Activities

The professional activities of a Senior Member shall be recognized in the evaluation of his/her application for appointment and or promotion. In particular, account shall be taken of the candidate's contribution to the development of his/her profession through those activities where appropriate.

(v) Other factors to be taken into consideration include:

- (a) the recommendations of the Faculty Appointments and Promotions Review Committee
- (b) applicant's formal qualifications
- (c) summary of student assessments

Documentation required for Appointments and Promotions

1.1.1 Appointments

For first appointments, documentation to be reviewed by the University Appointments and Promotions Board shall include:

- (a) Completed Application forms;
- (b) Curriculum Vitae;
- (c) Copies of Certificates (with originals to be presented at interview);
- (d) Relevant minutes of Faculty Appointments and Promotions Review Committee;
- (e) Two interactive reports (one on applicant's demonstration of teaching or seminar from the Head of Department and one from the Dean of Faculty); and
- (f) For candidates seeking appointment to the grade of Senior Lecturer/Senior Research fellow or higher, at least two (2) external assessors' reports out of three (3) assessment must be favorable.

Promotions

For promotion to Lecturer or Senior Lecturer or Associate Professor or Professor and equivalent, documentation to be reviewed by the University Appointments and Promotions Board shall include:

- (a) Completed Application forms;
- (b) Updated Curriculum Vitae;
- (c) Relevant minutes of Faculty Appointments and Promotions Review Committee;

(d) Summary of student assessment as follows;

Table 1: Summary of Students Assessment

RANK	NUMBER OF YEARS
Assistant Lecturer to Lecturer	2
Lecturer to Senior Lecturer	4
Senior Lecturer to Associate Professor	4
Associate Professor to Professor	3

(e) Two favorable external assessors' reports out of three (3).

1.2.3 Other Required Documents and Relevant Information

- i. Appointment or promotion shall be made to a named department or departments in a named discipline or profession and in the broad subject area rather than to sub-area of specialisation.
- ii. Proceedings of the Faculty Appointments and Promotions Review Committee and University Appointments and Promotions Board shall be kept in the form of:
 - (a) minutes of general policy matters; and
 - (b) minutes of individual appointments.
- iii. The minutes of the University Appointments and Promotions Board shall be provided to the members of the Board.
- iv. Minutes on general policy matters shall be circulated to the Deans and Directors, Heads of Department and other members of the Academic Board.

- v. Letters on individual appointments shall be circulated to Heads of Department and Deans or Directors of the Faculties, Schools or Institutes concerned.
- vi. Minutes covering the proceedings of the University Appointments and Promotions Board shall be deposited at the Registry and access to them shall require the written permission of the Vice-Chancellor.
- vii. The documents in the appointment process and the discussions at the Appointments and Promotions Board shall be confidential.
- viii. The Registrar shall communicate the decision of the UAPB to the applicant within two weeks, and in the case of appointments requiring prior approval by the University Council, within two (2) weeks after the approval.
- ix. The documents for assessment shall be forwarded to the assessors in the relevant areas within one (1) month after UAPB's recommendation for external assessment, and applicant(s) informed.
- x. The progress of the application shall be communicated every three (3) months to the applicant.
- xi. Assessors may be given up to six (6) months to submit their reports beyond which the document would be withdrawn.
- xii. The effective date for all promotions shall be the date the document is received by the Registry.

2.0 Procedure and Criteria for Appointments and Promotions

2.1 Submission of Applications for Appointments and Promotions

- i. Applications indicating the position sought and the area or discipline concerned on appropriate University application form shall be submitted to the Office of the Registrar. The Registrar shall refer the application within seven (7) working days to the appropriate Head of Department for comments with copy of the forwarding letter to the Dean and the applicant.
- ii. The Head of Department shall forward the application within fourteen (14) days of receipt with his comments to the Dean of the Faculty.
- iii. The Dean of Faculty, on receipt of the application dossier from the Head of Department, with comments and recommendations, shall refer the application to the Faculty Appointments and Promotions Review Committee by the next approved meeting schedule.
- iv. The Faculty Appointments and Promotions Review Committee shall consider the application and submit a comprehensive report with its recommendations to the Chairman of the University Appointments and Promotions Board through the Registrar within seven (7) working days after the meeting.
- v. In the case of an application for promotion, where the Registrar considers that the application is complete, the effective date of promotion shall be the date on which the papers and any other documents submitted for assessment are received by the Office of the Registrar.

- vi. The effective date of all appointments shall be the date of assumption of duty.

2.2 Faculty Appointments and Promotions Review Committee

- i. There shall be a Faculty Appointments and Promotions Review Committee appointed by the Faculty Board for a two-year term with the Dean as the chairperson.
- ii. Inter-Faculty Appointments and Promotions Review Committees may be constituted where necessary (where the rank being applied for is higher than that of the Dean) the chairman of which shall be appointed by the Vice-Chancellor.
- iii. The composition of the Faculty Appointments and Promotions Review Committee shall be as stated in the University Statutes.
- iv. The Committee may co-opt others as appropriate to assist its work.
- v. The Faculty Appointments and Promotions Review Committee shall meet at least twice a semester.
- vi. The review process shall include a report from the Head of Department's assessment of the applicant.
- vii. A Head of Department or Dean shall not withhold an application from the Faculty Appointments and Promotions Review Committee.
- viii. The Committee shall consider the applications for appointments and promotions and shall forward each application dossier with its comments and recommendations to the Chairman of the UAPB.

2.3 Handling of applications at the Offices of the Dean and Head of Department

- i. An assessment shall not be provided by the Dean or Head of Department on the applicant's publications.
- ii. Upon receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Review Committee for consideration.
- iii. Where the applicant is seeking a higher rank than the Head of Department, the Head of Department shall submit the application without his/her comments to the Dean for consideration by Faculty Appointments and Promotions Review Committee within fourteen (14) days of receipt including weekends.
- iv. For promotion from the rank of lecturer upwards, assessment of publications shall normally be outside the University by at least two (2) external assessors.
- v. An external assessor is a person of standing in the applicant's field, normally of professor or equivalent but not employed by or in any way currently connected with the University.
- vi. The assessor should not, however, have been associated with the applicant's formal studies (research work) at the graduate or professional level, nor should they have been collaborators.

2.4 Handling of Applications at the Registry

- i. The Registrar shall maintain a register of applications received in the office of the Registrar indicating the dates of receipt, and shall bring the register to the attention of the Appointments

and Promotions Board at least once a semester indicating the state of processing of each application.

- ii. When the processing of an application is completed, the Registrar on being satisfied that everything is in order, shall list the application for consideration by the Appointments and Promotions Board, inviting the candidate for an interview where necessary.
- iii. In each case of an appointment or promotion, the Registrar shall provide the Appointments and Promotions Board with the:
 - (a) approved departmental establishment, if applicable;
 - (b) approved criteria for appointment or promotion;
 - (c) reports of the Faculty Appointments and Promotions Review Committee;
 - (d) report of the assessor(s); and
 - (e) salary scale and the recommended entry point.

3.0 Appointments and Promotions

3.1 Assistant Lecturer/Assistant Research Fellow

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

- i. The Assistant Lecturer/Assistant Research Fellow position is a temporary one designed for prospective Lecturers;
- ii. An Assistant Lecturer/Assistant Research Fellow must hold a relevant Researched Master's degree. Such a candidate shall be appointed for a period of two (2) years and renewable for a further period of two (2) years only; and;

- iii. The Assistant Lecturer/Assistant Research Fellow must go through the relevant Appointments and Promotions procedure.

3.2 Lecturer/Research Fellow

3.2.1 Appointment to the rank of Lecturer/Research Fellow

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

- (a) Applicant must hold a terminal degree (PhD) or its equivalent professional qualification in a relevant subject area;
- (b) Appointment to the position of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term based on satisfactory performance;
- (c) A Lecturer's/Research Fellow's appointment may be renewed up to a maximum of two (2) terms, that is, a total of twelve (12) years upon which the appointment may be terminated, unless the applicant qualifies for promotion to Senior Lecturer position; and
- (d) Lecturers/Research Fellows already in service with Researched Master's degree must upgrade by the end of the second term renewal.

3.2.2 Promotion to the rank of Lecturer/Research Fellow,

For promotion to the rank of Lecturer/Research Fellow, the candidate must have attained the following;

- (a) Served as Assistant Lecturer/Assistant Research Fellow or their equivalent for at least Two (2) years;

- (b) Satisfactory performance in Teaching and Promotion of knowledge as certified by the Head of Department and the Faculty Appointments and Promotions Review Committee;
- (c) Show evidence of promotion of knowledge (i.e. at least one peer reviewed publication);
- (d) Must obtain a minimum performance score of "Adequate" in Teaching; and
- (e) Must have enrolled on a PhD Programme with evidence of progress report.

3.3 Senior Lecturer/Senior Research Fellow

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

- (a) Applicant must have a terminal degree (PhD) or its equivalent;;
- (b) Must have served satisfactorily as a Lecturer for a minimum of four (4) years;
- (c) Evidence of practical and applied scientific research and innovation shall be required;
- (d) Applicant shall demonstrate the capacity for continuous research and publication;
- (e) Applicant must support his/her application with a minimum of six (6) publications in recognized reputable peer reviewed journals;
- (f) Applicants in the Research Fellow grade shall be required to present 50% more than the number of publications expected of those in the Lecturer grade;
- (g) In addition, evidence of practical research and innovation shall be considered. Original works and productions such

as technical designs, scientific inventions and productions, creative and artworks supported with write-ups shall also be considered; and

- (h) The applicant must be assessed and recommended for promotion by at least two (2) external assessors.

3.4 Associate Professor

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

- (a) Applicant must have a terminal degree (PhD) or its equivalent;
- (b) Must have served as a Senior lecturer for a minimum of four (4) years and shown evidence of outstanding performance in teaching, research and innovation in the candidate's subject area, as well as contribution to the intellectual reputation of the University;
- (c) Evidence of practical and applied scientific research and innovation shall be required;
- (d) Applicant shall demonstrate the capacity for continuous research and publication;
- (e) Applicant must support his/her application with a minimum of eight (8) publications. At least six (6) of which must be in recognized reputable peer reviewed journals after promotion to Senior Lecturer grade;
- (f) Applicants in the Research Fellow grade shall be required to present 50% more than the number of publications expected of those in the Lecturer grade;
- (g) Original works and productions such as technical designs, scientific inventions and productions, creative and artworks supported with write-ups shall also be considered; and

- (h) The applicant must be assessed and recommended for promotion by at least two (2) external assessors out of three (3).

3.5 Professor

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

- (a) Appointment or promotion to the grade of Professor shall be on the basis of the candidate being nationally and internationally acknowledged as a teacher, scholar and innovator in the candidate's field with significant contribution to industrial innovations, as well as, his/her contribution to the intellectual and professional reputation of the University;
- (b) Applicant must have a terminal degree (PhD) or its equivalent;
- (c) Must have served for at least three (3) years as an Associate Professor;
- (d) Evidence of practical and applied scientific research and industry-related innovation shall be required. Applicant shall demonstrate the capacity for continuous research and publication;
- (e) Applicant shall present a minimum of ten (10) publications for assessment after their promotion to Associate Professor. At least eight (8) of the publications shall be in refereed journals.
- (f) Applicants in the Research Fellow grades shall be required to present 50% more than the number of publications expected of those in the Lecturer grade. Original works and productions such as technical designs, scientific inventions

and productions, creative and artworks supported with write ups shall also be considered; and

- (g) The applicant must be assessed and recommended for promotion by at least two (2) external assessors on his/her research work, inventiveness in industry and extension services.

3.6 Visiting Faculty

- (a) Appointments of visiting scholars shall be upon the commendation of the Head of Department.
- (b) The applications shall be reviewed by the Faculty Appointments and Promotions Sub-Committee which shall submit a recommendation including curriculum vitae to the University Appointments and Promotions Board.
- (c) Such appointment shall be for a period of one (1) year in the first instance and may be renewed for another one (1) year only.
- (d) In consultation with the Dean or Head of Department, the Vice-Chancellor may, in urgent cases, approve a temporary appointment for a period of up to one year, to which the designation “visiting faculty” shall apply.

3.7 Emeritus and Adjunct Appointments

3.7.1 Emeritus Professorship

- (a) The University Appointments and Promotions Board may recommend a person to the Emeritus Professorship rank.
- (b) A candidate for the position of Emeritus Professor shall be active in his/her field and within easy reach of the University.

- (c) The title of Emeritus Professor shall be conferred only on a Professor who has retired from the University.
- (d) Nomination shall be considered by the Department, reviewed by the Faculty Board, recommended to the University Appointments and Promotions Board and approved by Council.
- (e) A stipend is not attached to the position of Emeritus Professor, but the appointee shall have access to the University facilities such as the library and secretarial support and may assist the work of the Department for which the expenses of the Emeritus Professor shall be paid.

3.7.2 Adjunct Appointments

The University Appointments and Promotions Board may appoint adjunct Lecturers/Senior Lecturers and Professors upon consideration of applications from respective applicants through the approved procedures for an appointment. Such appointments may not necessarily be based on academic qualifications, but rich and relevant industrial experience.

3.7.3 Part-Time Teaching Appointments

Part-time teaching appointments shall be made before the commencement of each academic year barring exceptional cases. The Registrar shall receive all applications and forward them to the respective Heads of Department. The Head of Department shall then forward to the Faculty Appointments and Promotions Review Committee (FAPRC) for assessment. The recommendations of the FAPRC shall be forwarded to the University Appointments and Promotions Board.

3.8 University Library

3.8.1 Junior Assistant Librarian

For promotion to Junior Assistant Librarian an applicant must among others:

- i. Possess a postgraduate degree in library or information science related studies;
- ii. Must be a member of a relevant professional body in Ghana;
- iii. Be computer literate and be conversant with relevant library software applications;
- iv. Staff in this position shall be appointed for a period of three (3) years and renewable for further period of two (2) years only; and
- v. The appointment of the Junior Assistant Librarian may be terminated unless the candidate is able to progress to the Assistant Librarian grade within the above-mentioned period.

3.8.2 Assistant Librarian

For promotion to Assistant Librarian an applicant must among others:

- i. Possess a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable;
- ii. Must be a member of a relevant professional body in Ghana; and
- iii. Be computer literate and be conversant with relevant library software applications.

- iv. Must have served as a Junior Assistant Librarian for at least two (2) years.
- v. A performance report from the Librarian.

3.8.3 Senior Assistant Librarian

For promotion to Senior Assistant Librarian an applicant must among others:

- i. Possess a minimum of a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable. He /She must have served as an Assistant Librarian in a University or comparable grade in a similar institution/organisation for at least six (6) years;
- ii. Hold membership of a Professional Body in librarianship/ Information Science;
- iii. Support his/her application with a minimum of four (4) publications published in recognized peer- reviewed journals after promotion as Assistant Librarian/ analogous grade. External assessors shall be required to evaluate applicant's publications and other relevant materials in line with the University's criteria for appointment and promotion; and
- iv. Be computer literate and be conversant with library software.

3.8.4 Deputy Librarian

For promotion to Deputy Librarian an applicant must among others:

- i. Possess a minimum of a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable;

- ii. He /She must have served as a Senior Assistant Librarian in a University or comparable grade in a similar institution/organisation for at least six (6) years;
- iii. Hold membership of a Professional Body in librarianship/Information Science;
- iv. Support his/her application with a minimum of ten (10) cumulative publications; six (6) of which must have been published in recognized peer-reviewed journals after promotion to Senior Assistant Librarian/analogous grade. In addition, other evidence of research and innovation shall be considered. External assessors shall be required to evaluate applicant's publications and other relevant materials in line with the University's criteria for appointment and promotion; and
- v. Be computer literate and be conversant with library software.

3.8.5 Librarian

- i. The vacancy shall be advertised. Appointment to the position of Librarian shall be through a competitive search and interview and as provided for in the Technical Universities Act 2016, (Act 922) as amended and the University Statutes.
- ii. The applicant must have a minimum of a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable.
- iii. He/ She must have served as a Deputy Librarian in a University or comparable grade in a similar institution /organisation for at least six (6) years. Must be a scholar and a member of a Professional Body in librarianship/Information Science.

4.0 Guidelines for Assessment

The three areas of Promotion of knowledge, Teaching and Service shall be assessed as follows:

4.1 Indicators for Assessment of Promotion of Knowledge

Promotion of knowledge shall be assessed by:

- i. Research output,
- ii. Publication arising out of research,
- iii. Invention arising out of research, and
- iv. Development of new programme(s).

For the purpose of clarity, only the following shall be considered and scored towards promotion of Knowledge:

- i. Refereed Journal papers,
- ii. Published Books in one's area(s) of specialization in higher education.
- iii. Chapters in published books in one's area(s) of specialization
- iv. Conference Papers published in refereed conference proceedings/peer-reviewed documents on exhibition
- v. Course Manuals
- vi. Patented inventions, technical reports, technologies or products, and
- vii. Papers presented at Inter-Faculty/School lectures/seminars/conferences/workshop.

Table 2: Weighting

Authorship	Books	Journal Paper	Book Chapter	Published Conference Paper	Patented Innovation/Inventions	Published Technical Report	Scholarly Works
Single Author/Innovator/Inventor	20	10	10	5	20	10	5
1st to 5th Authors/Innovators/Inventors	20	10	10	5	20	10	-
Other Co-authors/Innovators/Inventors of 6 or more	10	5	5	2.5	5	5	-

Note

- i. Irrespective of the number of books, book chapters, monographs, and inventions, the total points shall not exceed the maximum 40 points (for Senior Lecturer), 50 points (for Associate Professor) and 60 points (for Professor)
- ii. The maximum number of book chapters per an edition of a book shall be two (2).
- iii. Following the submission of the minimum required number of papers accepted for promotion, each paper submitted should score the minimum mark required for the rank.
- iv. The University shall recommend a list of accredited peer reviewed journals and publishers in the University newsletter.
- v. At least one publication should be published in any of the University's journal.
- vi. As regards the number of publications:
 - (a) One (1) book should count as two (2) refereed journal papers;
 - (b) Publications submitted in excess (not more than 50% of the required number) of the minimum requirements for promotion should be considered on their own merit.
- vii. Irrespective of the person's position in a co-authored publication, the same marks should be awarded to all for a maximum of five (5) authors.

4.2 Indicators for Assessment of Teaching

The assessable areas to be considered for promotion shall be:

Teaching or professional experience in lecturing, ability to complete syllabus on schedule, preparation of teaching material, provision of learning experience for students as in field work, practical, punctuality in setting examination questions and marking as well as quality of examination questions and schemes, supervision of project work or thesis of undergraduate and postgraduate students and students reaction to and evaluation of Applicants' teaching and supervision.

The following shall be considered in assessing teaching:

4.2.1 Lecturer to Senior Lecturer

A maximum of:

- i. Ten (10) points shall be awarded for quality of lecture notes/handouts, coverage of syllabus;
- ii. Seven (7) points shall be awarded for regularity and punctuality of attendance at lectures;
- iii. Four (4) points shall be awarded for organisation of workshop, laboratory and field activities;
- iv. Three (3) points shall be awarded for quality of supervision of projects/thesis;
- v. Three (3) points shall be awarded for regularity of attendance at seminars/departmental meetings;
- vi. Seven (7) points shall be awarded for conduct of examinations;

- vii. Three (3) points shall be awarded for quality of classroom supervision; and
- viii. Three (3) points shall be awarded for lecture/teaching load/overload.

4.2.2 Senior Lecturer to Associate Professor

A maximum of:

- i. Six (6) points shall be awarded for quality of lecture notes, coverage of syllabus;
- ii. Five (5) points shall be awarded for regularity and punctuality of attendance at lectures;
- iii. Three (3) points shall be awarded for organisation of workshop, laboratory and field activities;
- iv. Two (2) points shall be awarded for quality of supervision of projects/thesis;
- v. Two (2) points shall be awarded for regularity of attendance at seminars/departmental meetings;
- vi. Three (3) points shall be awarded for conduct of examinations;;
- vii. Two (2) points shall be awarded for quality of classroom supervision; and
- viii. Two (2) points shall be awarded for lecture/teaching load/overload.

4.2.3 Associate Professor to Professor

A maximum of:

- i. Three (3) points shall be awarded for quality of lecture notes/handouts, coverage of syllabus;
- ii. Three (3) points shall be awarded for regularity and punctuality of attendance at lectures;
- iii. Two (2) points shall be awarded for organisation of workshop, laboratory and field activities;
- iv. Three (3) points shall be awarded for quality of supervision of projects/thesis;
- v. Three (3) points shall be awarded for regularity of attendance at seminars/departmental meetings;
- vi. Two (2) points shall be awarded for conduct of examinations;
- vii. Two (2) points shall be awarded for quality of classroom supervision; and
- viii. Two (2) points shall be awarded for lecture/teaching load/overload.

4.3 Assessors

Assessment of a candidate's performance in Teaching shall be undertaken by the candidate himself/herself, by the candidate's Head of Department (taking into account students' assessment of lecturers), by the Faculty Appointments and Promotions Review Committee, and the University Appointments and Promotions Board.

Heads of Department shall assess their teaching staff at the end of each semester.

For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made.

Note: Conduct of examination refers to quality of examination questions and marking schemes, punctuality in setting questions and marking examination scripts, nature of comments by external examiners and invigilation.

4.4 Indicators for Assessment of Service to Community

Service to the Community shall be assessed as:

(a) Service to the University:

This refers to an extension and services to current/ previous employers or to the country or services within the framework of previous employer's authority activities other than teaching or promotion of knowledge formally assigned to staff at Department, Faculty, University level. Examples of such acceptable services are:

- (a) Securing a Grant
- (b) Member of Boards and Committees of the University;
- (c) Hall Master;
- (d) Executive Members of Registered workers' organisation/
Trades Union/Staff Welfare;
- (e) Executive Member of a Professional Association;
- (f) Academic Tutor;
- (g) Head of Section;

- (h) Coordinator/Supervisor of Industrial Attachment/Counselor;
- (i) Examinations Officer;
- (j) Head of Department;
- (k) Vice Deans/Deputy Directors;
- (l) Dean of Faculty or Director of School/Institute;
- (m) Pro Vice-Chancellor;
- (n) Vice-Chancellor

(b) Service to the National or International Community:

This refers to activities in which the applicant has used his knowledge and expertise in his field of specialization for the benefit of the national and the international community.

Examples of such acceptable services are:

- (a) Membership of National and International Boards,
- (b) Committees and Organisation
- (c) Membership of Editorial Boards of recognized journals
- (d) External Examiner or Moderator
- (e) External Assessor for Promotion of research/academic Staff
- (f) Extension work/ workshops
- (g) Technical and consultancy work (evidenced by reports))
- (h) Reviewer of Journal Articles
- (i) Professional Activities

4.4.1 Weighting

For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made and weighted as follows:

(a) Service to the University

Administrative Experience

(a) Vice-Chancellor/	10
(b) Pro Vice-Chancellor	8
(c) Dean /Director	7
(d) Vice Dean/ Head of Department/ Hall Master/ Mistress	6
(e) Head of Section/Examination Officer	5
(f) Coordinator/Supervisor of Industrial Attachment/Counselor	3

An officer in an Acting Position shall be awarded a percentage of the maximum points that may be awarded to the substantive officer as:

(a) Less than 3 months	25%
(b) 3-12 months	50%
(c) 12 months and above	75%

i. Statutory Committees

(a) Chairman	5
(b) Other Members/Secretary	4

ii. Non-Statutory Committee/Ad-hoc Committees/ Associations/Unions

(a) Chairman	5
(b) Other Members/Secretary	4
(c) Chairman of editorial board	5
(d) Secretary/ other officials	4
(e) Technical and consultancy work	3
(f) Development of Curricula of programmes	5
(g) Financial/Material Resource Mobilisation	4
(h) Extension Work/Workshops	4
(i) Academic Tutor	2
(j) Grantee*	15

****Maximum amount of \$100,000.00 or Ghana Cedis equivalent***

Note

Service to the University shall score a maximum 15 points out of the 20 points for Service from Lecturer to Senior Lecturer.

- Service to the University shall score a maximum 18 points out of the 25 points for Service from Senior Lecturer to Associate Professor.
- Service to the University shall score a maximum 15 points out of the 25 points for Service from Associate Professor to Professor.
- A curriculum or an academic programme designed by two persons shall be credited with the same marks to each of the designers.
- A curriculum or an academic programme designed by three or more persons shall be credited as 1 to each of the members.
- Irrespective of the number of programmes designed, the total marks shall not exceed 5 marks.

- A programme accepted by Academic Board but not implemented shall be credited as 75%, and when accredited by the Ghana Tertiary Education Commission (GTEC) and implemented, shall be credited as 100%.

(a) Service to the National and/or International community

(a)	Chairman of National and or International Committees	5
(b)	Secretary/other officials	4
(c)	Membership of editorial boards of recognized journals	3
(f)	External Examiner/Moderator	5
(g)	External Assessor for promotion of research/academic staff/programmes accreditation	5
(h)	Reviewer of Journal Articles	5

Note

- i. Service to the National or International Community shall score a maximum 5 points out of the 20 points for Service from Lecturer to Senior Lecturer
- ii. Service to the National or International Community shall score a maximum 7 points out of the 25 points for Service from Senior Lecturer to Associate Professor
- iii. Service to the National and International Community shall score a maximum 10 points out of the 25 points for Service from Associate Professor to Professor.

4.5 Summary Score Sheet

Table 3: Percentage Score, Letter Grade, and Interpretation for Teaching staff

PERCENTAGE SCORE	GRADE	INTERPRETATION
≥ 70	A	High
60 – 69	B	Good
50 – 59	C	Adequate
< 50	D	Inadequate

(a) Senior Lecturer / Senior Research Fellow

An applicant should obtain a minimum grade of Good in all three assessable areas.

Assessment Components	Distribution of Points	Minimum Score	Minimum Grade
Promotion of Knowledge through publications	40	24	Good
Teaching	40	24	Good
Community Service	20	12	Good

The total mark for the areas of assessment shall sum up to 100 points.

(b) Associate Professor

An applicant should obtain a minimum grade of “**High**” in Teaching and Promotion of Knowledge, and a “**Good**” in Community Service

Assessment Components	Distribution of Points	Minimum Pass Score	Minimum Grade
Promotion of Knowledge through publications	50	35	High
Teaching	25	17.5	High
Community Service	25	15	Good

The total mark for the areas of assessment shall sum up to 100 points.

(c) Professor

An applicant should obtain a minimum grade of High in all three assessable areas.

Assessment Components	Distribution of Points	Minimum Pass Score	Minimum Grade
Promotion of Knowledge through publications	60	42	High
Teaching	20	14	High
Community Service	20	14	High

The total mark for the areas of assessment shall sum up to 100 points.

SECTION II

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

(NON-TEACHING)

1.0 Procedure and Criteria for Appointments or Promotions

For appointments or promotions to the administrative or professional grades, demonstrated evidence or promise of continuing performance in respect of the following abilities shall be required;

- (a) grasp of administrative procedures or regulations and organisational ability;
- (b) leadership;
- (c) initiative and reliability; and
- (d) a sense of responsibility.

1.1 Appointments

All full-time appointments into administrative positions shall be by interview. A candidate seeking appointment to an administrative position must complete an online Application Form at the University's Website.

In addition, candidates will be required to submit the following documents;

- (a) Printout of the completed Application Form;
- (b) Transcripts of academic qualifications and photocopy of certificates;
- (c) Detailed current curriculum vitae;
- (d) Two (2) recent passport-sized photographs (not more than three (3) months old);
- (e) Names and addresses of at least three (3) referees;
- (f) Recognised National Identification (Preferably Ghana Card).

Candidates for appointments must have a minimum of a Master's degree and/or professional qualification (s) where indicated, as such.

Candidates must:

- (a) Attend and pass an interview;
- (b) Have a grasp of administrative procedures or regulations and organisational ability;
- (c) Demonstrate leadership skills;
- (d) Demonstrate initiative and reliability;
- (e) Have a sense of responsibility; and
- (f) Be certified as medically fit.

1.2 Promotions

1.2.1 Areas for Consideration

Applications for promotion for Administrative/ Professional Senior Members shall be as follows:

1.2.1.1 Internal Assessment

- (a) Promotion to Deputy Registrar and Analogous Positions 40% of the total marks.
- (b) Promotion to Senior Assistant Registrar and Analogous Positions 50% of the total marks.

Ability in work – this relates to:

- (a) Work output and competence (Attention is given to the ingenuity of the officer in the manner he/she approaches his/her tasks. That is the skills / cleverness that allows /aids the officer to perform a specified task. For example, good organizational and coordinative skills in the case of an

Assistant Registrar in organizing meetings and proficiency in writing.)

- (b) Resourcefulness of the officer in performing his/her schedule or prescribed duties.
- (c) Supervision /leadership ability

Human relations (record of good conduct).

- (a) Ability to relate well with both the internal and the external environment since staff are seen as agents of the Technical University. It is imperative that officers of the Institution form constructive relations with all and sundry.
- (b) Internally, staff ability to relate well and coordinate with superiors, colleagues and subordinates alike should be appreciated when it comes to promotion purposes as it creates an enabling environment for growth and development.
- (c) Ability to uphold the image of the University when approached by the public or when nominated to represent the institution is also paramount.

Community Service

This relates to:

Services rendered by officers other than their job schedules towards the development of the University and the local community in which the Institution is located and the Country at large. Points should be awarded for staff constructive contribution to social issues and activities acceptable as:

- (a) Statutory and Ad Hoc Committees
- (b) Executive member of Trade Union
- (c) Consultancy work

- (d) Resource Person for seminars, training, workshops, among others.

Performance Appraisal

The Annual Performance Appraisal should also be used. (NB: A cumulative score of 70% is required for qualification to the next grade).

The Head of Department is expected to submit a confidential report on the areas defined above and any other relevant area when the officer applies for the position.

1.2.1.2 External Assessment

Promotion of work – Knowledge in Administrative Matters:

- (a) Capability or competency to further or advance the prescribed task or schedule.
- (b) Ability to come out with generative/suggestive memoranda, reports, and proposals/position papers that are accepted for implementation by the appropriate body. Points should be awarded for relevance to career or schedule, innovation and novelty of ideas or methods to improve existing practices. This includes activities performed by the officer to improve the execution of his schedules. The aim is to reward officers possessing the X-factor and to encourage others to think outside the box.

1.3 Assessment for Promotion

- i. Candidates shall be required to produce a write-up on work done at their current grade.
- ii. In the case of candidates applying for Senior Assistant Registrar, Deputy Registrar and analogous grades, the

- report will be forwarded for external assessment, two (2) of which must be positive.
- iii. Candidates must show clear evidence of ability to hold schedule(s) without supervision;
 - iv. Candidate must be computer literate;
 - v. For all Senior Management (Registrar, Director of Finance/ Director of Internal Audit and Director of Works & Physical Development), a search committee shall be constituted by the Governing Council of the University to identify suitable candidates for appointment.

1.4 Procedure for Submission of Applications for Appointments or Promotions

- i. A Member of Staff who wishes to be considered for Promotion shall complete the relevant Application Forms and submit them to the Registrar in the first instance.
- ii. The Registrar shall, **WITHIN TWO WEEKS**, submit all Applications together with his Assessment (where applicable), to the Administration Appointments and Promotions Sub-Committee (AAPSC) after acknowledging receipt of the documents with a copy of the letter to the Applicant.
- iii. No applications shall be withheld from the Registrar, and the Registrar in turn shall not withhold any application(s) from the AAPSC.
- iv. The Sub-Committee shall consider all applications for appointments and promotions and, **WITHIN ONE MONTH**, forward the papers of all applicants with its recommendations to the UAPB.

- v. After the UAPB's recommendation for external assessment it shall forward documents for assessment to external assessors in the relevant areas within one (1) month, and inform the applicant(s) accordingly.
- vi. The progress of the application shall be communicated by the Secretary to the UAPB every three (3) months to the applicant.
- vii. A final decision on the status of an Application shall be communicated to the Applicant by the UAPB within **ONE MONTH** of receipt of External Assessment report on Application for promotion to any Grade; and
- viii. If after three months, the University has not received enough reports to make a decision, the applicant shall be informed of the outcome, and the Registry shall give an agreed extension not exceeding two (2) months to the assessor(s).
- ix. If after the two month extension no assessment reports have been received, new assessor(s) shall be appointed and the relevant documents sent to them for assessment. The effective date for an eventual favorable assessment shall remain as stated above.
- x. The effective date to qualify for promotion shall be the exact calendar year and month on which a Senior Member attains the minimum number of years required for promotion to the next rank. However, in a case where a Senior Member does not apply for promotion upon attaining the year requirement, the effective date of his/her promotion shall be the date of submission at the Registry.

1.5 Administration Appointments and Promotions Sub-Committee

- i. There shall be an Administration Appointments and Promotions Sub-Committee to consider applications for appointments and promotions to Senior Member, Senior Staff and Junior Staff positions in Non-Teaching Units in the University.
- ii. Membership of the Sub-Committee is prescribed in the Statutes of KSTU
- iii. The Sub-Committee may co-opt other member(s) as appropriate to assist in its work.
- iv. All applications for appointments and promotions shall be forwarded to the Registrar in the first instance. The Registrar shall then forward each application with his comments to the Administration Appointments and Promotions Sub-Committee for consideration. No applications shall be withheld from the Registrar, and the Registrar in turn shall not withhold any application(s) from the Administration Appointments and Promotions Sub-Committee.
- v. The Sub-Committee shall consider all applications for appointments and promotions, and shall forward the papers of all applicants with its recommendations to the University Appointments and Promotions Board.

2.0 Registry

2.1 Junior Assistant Registrar

Applicant must hold at least a Master's degree preferably in Administration and Management related area.

2.2 Assistant Registrar

Applicant must hold at least a Master's degree preferably in Administration and Management related area. Applicant must have a minimum of three (3) years post qualification experience.

2.3 Senior Assistant Registrar

- The vacancy shall be advertised. Applicant must hold at least a Master's degree preferably in Administration and Management related area. Applicant must have served on the job as Assistant Registrar in a University or comparable grade in a similar institution/organisation for at least four (4) years.
- He/She and leadership abilities, proven by relevant working experience and written work. Applicant must support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) generative/suggestive memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

2.4 Deputy Registrar

The vacancy shall be advertised. Applicant must hold at least a Master's degree preferably in Administration and Management related area. Applicant must have served on the job as Senior Assistant Registrar in a University or comparable grade in a similar institution/organisation for at least four (4) years.

He /She shall demonstrate outstanding administrative and leadership abilities, proven by relevant working experience and written work. Applicant must support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2)

Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

2.5 Registrar

- The vacancy shall be advertised. Appointment to the position of Registrar shall be through a competitive search and interview and as provided for in the Technical Universities' Act 2016, Act 922 as amended and the University Statutes.
- Applicant must hold a minimum of Master's degree preferably in Administration and Management related area. Must have served as a Deputy Registrar in a University or comparable grade in a similar institution/organisation for at least six (6) years.

3.0 Finance Directorate

3.1 Assistant Accountant

Applicant must have obtained Part II of the Chartered Accountant professional qualification; and hold a Master's degree in the relevant field.

3.2 Accountant

Applicant must be a Chartered Accountant and hold a Master's degree in the relevant field. He/She must have served on the job as an Assistant Accountant in a University or comparable grade in a similar institution/organisation for at least three (3) years.

3.3 Senior Accountant

- The vacancy shall be advertised. Applicant must be a Chartered Accountant and hold a Master's degree in the relevant field. He /She must have served on the job as

an Accountant in a University or comparable grade in a similar institution/organisation for at least four (4) years.

- In addition, an applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

3.4 Deputy Director of Finance

- The vacancy shall be advertised. Applicant must be a Chartered Accountant and hold a Master's degree in the relevant field. He/She must have served on the job as a Senior Accountant in a University or comparable grade in a similar institution/organisation for at least four (4) years.
- In addition, an applicant shall be required to support his/her application a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

3.5 Director of Finance

- The vacancy shall be advertised. Appointment to the position of Director of Finance shall be through competitive interview and as provided for in the Technical Universities Act 2016, Act 922 as amended and in the

University Statutes. Candidates must show clear evidence of ability to hold schedule(s) without supervision.

- Applicant must be a Chartered Accountant and hold a Master's degree in the relevant field. He/She must have served as a Deputy Director of Finance in a University or comparable grade in a similar institution/organisation for at least six (6) years.

4.0 Internal Audit Directorate

4.1 Assistant Internal Auditor

Applicant must have obtained Part II of the Chartered Accountant professional qualification; and hold a Master's degree in the relevant field.

4.2 Internal Auditor

- Applicant must be a Chartered Accountant and hold a Master's degree in the relevant field. He/She must have at least three (3) years post-professional accountancy/auditing experience.
- Applicant must be computer literate and must be conversant with accounting/auditing application software.

4.3 Senior Internal Auditor

- The vacancy shall be advertised. Applicant must be a Chartered Accountant and hold a minimum of a Master's degree in the relevant field. He/She must have served on the job as Internal Auditor in a University or comparable grade in a similar institution/organisation for at least four (4) years.

- In addition, an applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

4.4 Deputy Director of Internal Audit

- The vacancy shall be advertised. Applicant must be a Chartered Accountant and hold a minimum of a Master's degree in the relevant field. He /She must have served on the job as a Senior Internal Auditor in a University or comparable grade in a similar institution/organisation for at least four (4) years.
- In addition, an applicant shall be required to support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

4.5 Director of Internal Audit

- The vacancy shall be advertised. Appointment to the position of Director of Internal Audit shall be through competitive search and interview and as provided for in the Technical Universities Act 2016, Act 922 as amended and in the University Statutes. Candidates must show

clear evidence of ability to hold schedule(s) without supervision.

- Applicant must be a Chartered Accountant and hold a minimum of a Master's degree in the relevant field. He/ She must have served on the job as a Deputy Director of Internal Audit in a University or comparable grade in a similar institution/organisation for at least six (6) years

5.0 Procurement Directorate

5.1 Assistant Procurement Officer

Applicant must hold a minimum of Master's degree in Procurement Management plus a Professional Qualification in Procurement. Applicant must be computer literate and be abreast with relevant software applications.

5.2 Procurement Officer

- The vacancy shall be advertised. Applicant must hold a minimum of Master's degree in Procurement Management plus a Professional Qualification in Procurement. Applicant must have at least three (3) years post-qualification experience as Assistant Procurement Officer or comparable grade in similar institution in the area of procurement.
- Applicant must be computer literate and be abreast with relevant software applications.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision and must be conversant with the Public Procurement Laws and other relevant financial administration laws.

5.3 Senior Procurement Officer

- The vacancy shall be advertised. Applicant must hold a minimum of Master's degree in Procurement Management plus a Professional Qualification in Procurement.
- Applicant must have served as a Procurement Officer in a University or comparable institution/organisation for at least four (4) years. Applicant must be computer literate and must be abreast with relevant software applications.
- In addition, a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision and must be conversant with the Public Procurement Laws and other relevant financial administration laws.

5.4 Deputy Procurement Officer

- The vacancy shall be advertised. Applicant must hold a minimum of Master's degree in Procurement Management plus a Professional Qualification in Procurement.
- Applicant must have served as a Senior Procurement Officer in a University or comparable institution/organisation for at least four (4) years. Applicant must be computer literate and must be abreast with relevant software applications.
- In addition, a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

- Candidates must show clear evidence of ability to hold schedule(s) without supervision and must be conversant with the Public Procurement Laws and other relevant financial administration laws.

5.4 Director of Procurement

- The vacancy shall be advertised. Applicant must hold a minimum of Master's degree in Procurement Management plus a Professional Qualification in Procurement.
- Applicant must have served on the job as a Deputy Procurement Officer in a University or comparable grade in a similar institution/organisation for at least four (4) years. Applicant must be computer literate and must be abreast with relevant software applications.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision and must be conversant with the Public Procurement Act 2003 (Act 663) as amended and other relevant financial administration laws.

6.0 Works and Physical Development Directorate

6.1 Junior Assistant Development Officer

Applicant must have a minimum of Master's degree in the Built Environment or relevant areas of study plus relevant Professional Qualification.

6.2 Assistant Development Officer

Applicant must have a minimum of Master's degree in the Built Environment or relevant areas of study plus relevant Professional Qualification with at least three (3) years post-qualification experience as Junior Assistant Development Officer.

6.3 Senior Assistant Development Officer

- The vacancy shall be advertised. Applicants must have a minimum of Master's degree in the Built Environment or relevant area of study plus relevant Professional Qualification (architects, surveyors, engineers, etc). Applicants must have served on the job as Assistant Development Officer in a University or comparable grade in a similar institution/organisation for at least four (4) years. Applicants must be computer literate.
- In addition, an applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

6.4 Assistant Estate Officer

Applicant must have a minimum of Master's degree in the Built Environment/Land Economy/Estate Management plus relevant Professional Qualification with at least three (3) years post-qualification experience.

6.5 Estate Officer

- The vacancy shall be advertised. Applicant must have a minimum of Master's degree in the Built Environment (Land Economy / Estate Management / Facilities Management) or relevant area of study plus relevant Professional Qualification.
- Applicant must have served as Assistant Estate Officer in a University or comparable grade in a similar institution/

organisation for at least four (4) years. Applicant must be computer literate.

- In addition, an applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Activity/ Technical Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda/Letters for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

6.6 Deputy Director of Works and Physical Development

- The vacancy shall be advertised. Applicant must have a minimum of Master's degree in the Built Environment or relevant area of study plus relevant Professional Qualification. Applicant must have served on the job as Senior Assistant Development Officer in a University or a comparable grade in a similar institution /organisation for at least four (4) years. Applicant must be computer literate. In addition, an applicant shall be required to support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.
- Candidates must show clear evidence of ability to hold schedule(s) without supervision.

6.7 Director of Works and Physical Development

- The vacancy shall be advertised. Appointment to the position of Director of Works and Physical Development

shall be through competitive search and interview and as provided for in the Technical Universities Act 2016, Act 922 as amended and in the University Statutes.

- Applicant must have a minimum of Master's degree in the Built Environment or relevant area of study PLUS relevant Professional Qualification
- Applicant must have served as Deputy Director of Works and Physical Development in a University or comparable grade in a similar institution/organisation for at least six (6) years. Applicants must be computer literate.

7.0 Planning and Quality Assurance Directorate (PQAD)

7.1 Junior Assistant Planning Officer

Applicants must hold a minimum of Master's degree in a relevant field.

7.2 Assistant Planning Officer

Applicant must hold a minimum of Master's degree in a relevant field. A relevant professional qualification would be an added advantage. Applicant must have at least three (3) years post – qualification experience as Junior Assistant Planning Officer in a tertiary institution, or senior management in industry, or any relevant public service organisation.

7.3 Senior Assistant Planning Officer

- Applicant must hold a minimum of Master's degree in a relevant field. A relevant professional qualification would be an added advantage. Applicant must have at least four (4) years post – qualification experience as Assistant Planning Officer in a tertiary institution, or senior

management in industry, or any relevant public service organisation.

- Vacancies shall be advertised and qualified applicants may be considered for appointments. Applicants shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

7.4 Planning Officer

- Applicant must hold a minimum of Master's degree in a relevant field. A relevant professional qualification would be an added advantage. Applicant must have at least eight (8) years post qualification experience in a senior management position in a tertiary institution, industry, or any relevant public service organisation. OR
- Must have served in the grade of Senior Assistant Planning Officer for a minimum of four (4) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

7.5 Assistant Quality Assurance Officer

- Applicant must hold a minimum of Master's degree in a relevant field. A relevant professional qualification would be an added advantage. Applicant must have at least

three (3) years post – qualification experience in a senior management position in tertiary institution, industry, or any relevant public service organisation.

- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce Activity/Technical Reports for three (3) External Assessors' evaluation, two (2) of which must be positive.

7.6 Quality Assurance Officer

- Applicant must hold a minimum of Master's degree in a relevant field. A relevant professional qualification would be an added advantage. Applicant must have at least eight (8) years post-qualification experience in a senior management position in a tertiary institution, industry, or any relevant public service organisation. OR
- Must have served in the grade of Assistant Quality Assurance Officer for a minimum of four (4) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

8.0 Industrial Liaison Office

8.1 Junior Assistant Industrial Liaison Officer

Applicants must hold a minimum of Master's degree in a relevant field.

8.2 Assistant Industrial Liaison Officer

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least three (3) years post-qualification experience in a senior management position in liaison activities in a tertiary institution, industry or any relevant public service organisation.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce a write-up on work done at their current grade, for two External Assessors' evaluation.

8.3 Senior Assistant Industrial Liaison Officer

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least four (4) years experience as Assistant Industrial Liaison Officer or in a senior management position in liaison activities in a tertiary institution, industry or any relevant public service organisation.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

8.4 Industrial Liaison Officer

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least eight (8) years post-qualification experience in a senior management position in liaison activities in a tertiary institution, industry or any relevant public service organisation. OR

- Must have served as a Senior Assistant Industrial Liaison Officer for four (4) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce a write-up on work done at their current grade, for two External Assessors' evaluation.
- Applicants shall be required to support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

9.0 Guidance & Counseling Office

9.1 Assistant Guidance & Counseling Officer (Counselor)

- Applicant must hold a minimum of Master's degree in a relevant field and must have at least three (3) years post qualification experience.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce Reports on work done at current grade.

9.2 Senior Assistant Guidance and Counseling Officer (Senior Counselor)

- Applicant must hold a minimum of Master's degree in a relevant field and must have at least four (4) years as Assistant Guidance and Counseling Officer.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to support his/her application with a minimum

of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

9.3 Deputy Guidance and Counseling Officer (Deputy Director of Counseling)

- Applicant must hold a minimum of Master's degree in a relevant field and must have at least four (4) years as Senior Assistant Guidance and Counseling Officer.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

9.4 Guidance and Counseling Officer (Director of Counseling)

- Applicant must hold a minimum of Master's degree in a relevant field and must have at least eight (8) years post qualification experience. OR
- Must have served as Deputy Guidance and Counseling Officer for at least six (6) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce Reports on work done at current grade, based on work output, for three (3) External Assessors' evaluation, two (2) of which must be positive.

10. University Sports Office

10.1 Junior Assistant Sports Officer/Coach

- Applicant must hold a minimum of a Master's degree in Physical Education or a relevant field. OR
- A Bachelor's degree plus a Professional Coaching Certificate in specific sports discipline, plus ten (10) years coaching experience.

10.2 Assistant Sports Officer/Coach

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least two (2) years post-qualification experience. OR
- He/she must have served as Junior Assistant Sports Officer for at least three (3) years in a tertiary institution. OR
- A Bachelor's degree plus a Professional Coaching Certificate in specific sports discipline, plus ten (10) years coaching experience.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce Reports for three (3) External Assessors' evaluation, two (2) of which must be positive.

10.3 Sports Officer

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least eight (8) years post-qualification experience in senior management. OR
- He/she must have served as Assistant Sports Officer for at least four (4) years.

- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to submit a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

11.0 Medical Director

Applicant must hold an MB.ChB or its equivalent, be a qualified Medical Doctor, duly registered by the Ghana Medical and Dental Council. Applicant must have six (6) years post-qualification experience and must have practiced in institutions of similar standing.

Vacancies shall be advertised and qualified applicants may be considered for appointments

12.0 Legal Officer

Applicant must hold the LLB and BL degrees and must be a qualified Lawyer, duly registered by the Ghana Bar Association. Applicant must have six (6) years post-qualification experience at the Bar and must have practiced in institutions of similar standing.

Vacancies shall be advertised and qualified applicants may be considered for appointment.

13.0 Information and Communication Technology (ICT) Centre

13.1 Junior Assistant ICT Officer

Applicant must hold a minimum of a Master's degree in a relevant field.

13.2 Assistant ICT Officer

- Applicant must hold a minimum of a Master's degree in a relevant field and must have at least three (3) years post-qualification experience in a senior management position in Information Technology management in a tertiary institution. OR
- Must have served as a Junior Assistant ICT Officer for at least three (3) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment.

13.3 Senior Assistant ICT Officer

- The vacancy shall be advertised. Applicant must hold at least a Master's degree in a relevant field. Applicant must have served on the job as Assistant ICT Officer in University or comparable grade in a similar institution/organisation for at least four (4) years.
- He/She shall demonstrate outstanding administrative and leadership abilities, proven by relevant working experience and written work. Applicant shall be required to support his/her application with a minimum of six (6) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

13.4 Deputy Director of ICT

- The vacancy shall be advertised. Applicant must hold at least a Master's degree in a relevant field. Applicant must have served on the job as Senior Assistant ICT Officer in

a University or comparable grade in a similar institution/organisation for at least four (4) years.

- He/She shall demonstrate outstanding administrative and leadership abilities, proven by relevant working experience and written work. Applicant shall be required to support his/her application with a minimum of eight (8) papers consisting of at least two (2) Reports, two (2) Proposals/Position Papers and two (2) Generative/Suggestive Memoranda for three (3) External Assessors' evaluation, two (2) of which must be positive.

13.5 Director of ICT

- Applicant must hold a minimum of Master's degree in a relevant field and must have at least eight (8) years post qualification experience. OR
- Must have served as Deputy Director of ICT for at least six (6) years in a tertiary institution.
- Vacancies shall be advertised and qualified applicants may be considered for appointment. Applicant shall be required to produce Activity/Technical Reports on work done at current grade, based on work output, for three (3) External Assessors' evaluation, two (2) of which must be positive.

14.0 Guidelines for Assessment

The three areas shall be assessed as follows:

- Ability in Work
- Promotion of Work – Knowledge in Administrative Matters
- Human Relations
- Community Service

14.1 Indicators for Assessment of Ability in Work and Human Relations

Assessment of Ability in Work and Human Relations shall be done by the Head of Unit/Section/Department /Division and shall include the following indicators:

(a) Ability in Work

- i. Sense of responsibility/confidentiality
- ii. Initiative, resourcefulness and drive
- iii. Supervision of subordinate staff/mentorship
- iv. Assertiveness and ability to work on one's own
- v. Capacity for sustained work
- vi. Report on performance appraisal

(b) Human Relations

- i. Comportment/Rapport in dealing with colleagues, subordinates, General Public and students
- ii. Assessment Reports on human relations from mentor/ heads of unit
- iii. Promptness in providing service to members of the University community and the general public.

14.2 Indicators for Assessment of Promotion of Work

Assessment of Promotion of Work/Application of Knowledge (*Weightings of which are indicated in Appendices G and H*) shall be done by External Assessors and shall include:

- (a) Written Reports
- (b) Memoranda (Suggestive/Generative)
- (c) Proposals/Position Papers
- (d) Manuals

In assessing Promotion of Work, the candidate's papers (Written Reports, Generative/Suggestive Memoranda, Proposals/Position Papers) must be accepted by an appropriate Board

This implies that the papers:

- i. Must lead to a change in policy;
- ii. Must have impact on management and must advance the cause of policy direction;
- iii. Must impact on policy implementation
- iv. Must lead to initiation and/or innovation of a new product or new policy directive.

14.3 Evaluation of the Performance in Service to Community

Assessment of Service to community shall be done by the AAPSC and shall include the following:

- (a) Member of Committee in the University, other than one's schedule
- (b) Secretary/Member of Committee of a National Character
- (c) Rapporteur of/Resource Person for workshop/Conference/Seminar
- (d) Guest Speaker at a Function/Programme
- (e) Member of University related activity/function
- (f) Member/Executive of professional/Alumni Association

SECTION III

**VACANCIES,
NON-ELIGIBILITY FOR PROMOTIONS
&
APPEALS**

1.0 Vacancies

- i. Vacancies shall be announced by internal and/or external advertisement as appropriate:
- ii. The vacancies may be filled through:
 - (a) Application by individuals on their own initiative.
 - (b) A recommendation to the Vice-Chancellor by the Dean in consultation with the Head of Department as appropriate.
 - (c) Technical assistance between the University and another agency.
 - (d) Secondment from other universities under a scheme of staff exchange.

2.0 Non-Eligibility for Promotion

- i. A member of staff who has resigned or has submitted a notice of resignation is not eligible to apply for promotion
- ii. A member of staff is not eligible to apply for promotion after the compulsory retirement age of sixty (60) years.
- iii. A member of staff on leave with or without pay for a period of more than 12 months does not qualify to apply for promotion. However, members of staff who submit an application for promotion six (6) months prior to the start of study leave are eligible.
- iv. A member of staff (teaching) who has not satisfied the requisite number of years of teaching shall not be eligible to apply for promotion.

- v. A member of staff (non-teaching) who has not served on the job for the requisite number of years shall not be eligible to apply for promotion.
- vi. Under no circumstances shall staff be appointed or promoted without recourse to the assessment metrics spelt out under the respective ranks.

3.0 Appeals

- i. Any staff aggrieved and dissatisfied with the decision of the University's Appointment and Promotions Board may, within one (1) month of the notification of the decision to him/her, appeal to the Appointments and Promotions Board.
- ii. The UAPB may, on receipt of such application, review its own decisions affecting appointments/promotion of Senior Members at the next meeting of the Board.
- iii. An applicant who disagrees with the UAPB's decision on the appeal may petition Council within seven (7) days on receipt of the communication from the Registrar of the University.
- iv. In considering such appeals, the Council shall be assisted by an expert/experts appointed by Council when the need arises.
- v. An applicant who disagrees with the decision of the University Council may appeal to the Appeals Board within seven (7) days on receipt of the communication from the Registrar of the University.

APPENDIX A

APPLICATION FORMAT FOR THE TEACHING STAFF

KUMASI TECHNICAL UNIVERSITY (KsTU), KUMASI APPLICATION FOR PROMOTION TO BE COMPLETED IN DUPLICATE (SENIOR MEMBERS – TEACHING)

Name of Applicant: **NAME HERE IN BLOCK LETTERS**

Present Designation: **Lecturer/Senior Lecturer/
Associate Professor**

I wish to apply for the Post of: ***Senior Lecturer/Associate
Professor/ Professor***

In the Department of: **State Your Department Here**

I attach my full curriculum vitae including the following:

1.
 - a) Academic degrees earned with dates
 - b) Institutions attended with dates
2. Technical University teaching experience with dates:
 - a) Academic ranks held and subjects taught
 - b) Supervision of students' project works/theses/research
 - c) Other professionally related experience

3. Details of my research, projects or exhibitions undertaken since last appointment/promotion to the University
 - a) Research conducted (topics with dates)
 - i. Publications arising out of the research
 - ii. Refereed journal with exact references
 - iii. Books with exact references
 - iv. Published conference papers with exact references
 - v. Peer reviewed document on exhibitions
 - b) Contributions in co-authored publications
4. Conferences/Seminars and workshops at which papers were read
5. List of publications:
 - i. Published with exact references
 - ii. Unpublished

Copies of selected publications for external assessment. For promotion to Professorship, four (4) copies each should be submitted.

3. Patented inventions, Technologies or Products
4. Record of Service to the community (University, National, and International) with dates and supporting evidence.
5. The evaluation of my performance in the following areas of attainment with reasons and justification:
 - a) Research, innovation and invention and scholarly works

- b) Teaching
- c) University, Departmental and Public Service and Professional activities

SIGNATURE OF APPLICANTDATE.....

APPENDIX B
CV FORMAT FOR THE TEACHING STAFF

KUMASI TECHNICAL UNIVERSITY (KsTU)
KUMASI

SCHOOL/ FACULTY OF NAME
OF SCHOOL/FACULTY HERE

Name of Department Here Department

CURRICULUM VITAE
of
YOUR NAME IN BLOCK LETTERS HERE
DEGREES AND PROFESSIONAL MEMBERSHIPS HERE

in
SUPPORT OF APPLICATION FOR THE POSITION
OF SENIOR LECTURER/ASSOCIATE PROFESSOR/
PROFESSOR

March 23

CURRICULUM VITAE of

**NAME IN BLOCK LETTERS HERE DEGREES
AND PROFESSIONAL MEMBERSHIP HERE**

1. PERSONAL DETAILS

- A. Name:** Name Here
- B. Birth Date:** Day Month Year Here
- C. Nationality:** Ghanaian
- D. Marital Status:** Married/Single
- E. Number of Children:** Two/Three/Four/Five
- F. Address:** Kumasi Technical University
Name of Department Here
P. O. Box 854
Kumasi, Ghana
Cell Phone: +233
E-mail:

2. ACADEMIC BACKGROUND

- | A. Academic Degrees | Date |
|-------------------------------------|-------------------|
| i) PhD (Name of Degree here) | Month & Year here |
| ii) MSc/MPhil (Name of Degree here) | Month & Year here |
| iii) PgD (Name of Degree here) | Month & Year here |
| iv) BSc (Name of Degree here) | Month & Year here |

B	<i>Institutions Attended</i>	<i>Date</i>
	i) Name of University, Location	Month & Year to Month & Year
	ii) Name of University, Location	Month & Year to Month & Year
	iii) Name of University, Location	Month & Year to Month & Year
	iv) Name of University, Location	Month & Year to Month & Year
	v) Name of University, Location	Month & Year to Month & Year
C	<i>Professional Titles</i>	<i>Date</i>
	i) Member, Name of Professional Association	Year to date
	ii) Member, Name of Professional Association	Year to date
	iii) Member, Name of Professional Association	Year to date
	iv) Member, Name of Professional Association	Year to date
	v) Member, Name of Professional Association	Year to date
	vi) Member, Name of Professional Association	Year to date
	vii) Member, Name of Professional Association	Year to date
	viii) Member, Name of Professional Association	Year to date

- ix) Member, Name of Professional Association Year to date
- x) Member, Name of Professional Association Year to date

D Scholarships/Awards	Date
i) Name of Scholarship/Awards	Month & Year to Month & Year
ii) Name of Scholarship/Awards	Month & Year to Month & Year
iii) Name of Scholarship/Awards	Month & Year to Month & Year
iv) Name of Scholarship/Awards	Month & Year to Month & Year
v) Name of Scholarship/Awards	Month & Year to Month & Year
vi) Name of Scholarship/Awards	Month & Year to Month & Year
vii) Name of Scholarship/Awards	Month & Year to Month & Year
viii) Name of Scholarship/Awards	Month & Year to Month & Year

3. KUMASI TECHNICAL UNIVERSITY TEACHING EXPERIENCE

A. Academic Ranks Held	Date
i) Assoc Professor: Name of Department	From Year to End Year
ii) Senior Lecturer: Name of Department	From Year to End Year

C. Supervision of Students Project Works/Thesis/Research

Since my appointment/promotion as a Lecturer/Senior Lecturer/Associate Professor in Month, Year, I have successfully supervised a total of 47 students' thesis and/or project works at both the postgraduate and undergraduate programmes

Details of the thesis and/or project I have Supervised since Year are the following:

i) Postgraduate Level

Abbah, E. W. (2017), "Artificial Neural Network and Maximum Likelihood Approaches in Mapping Urban Expansion – A Case Study", Unpublished MSc Thesis, Kumasi Technical University, Kumasi, 59 pp.

Agyemang, K. A. (2015), "Land Use Land Cover Change Detection at Sirra Rutile Limited in Sierra Leone", Unpublished PhD Thesis, Kumasi Technical University, Kumasi, 230 pp.

ii) Undergraduate Level

Adams, I. (2018), "Improving Accuracy of Geo-Referencing Analogue Maps", Unpublished BSc Project Report, Kumasi Technical University, Kumasi, 45 pp.

Preparah, M. J. (2018), "Reduction Technique in Coordinate Transformation", Unpublished HND Project Report, Kumasi Technical University, Kumasi, 36 pp.

D. Other Professionally Related Experience Date

i) Previous Consultancy/Employment

Consultant, Name of Client Month & Year

Consultant, Name of Client Month & Year

iii) Practical Training and Academic Field Visits

Name of Company Visited Month & Year

Name of Company Visited Month & Year

Name of Company Visited

4.0 DETAILS OF RESEARCH, PROJECTS OR EXHIBITIONS UNDERTAKEN SINCE APPOINTMENT/PROMOTION

(A) Research, Projects or Exhibition Undertaken

Since my appointment/promotion in Month, Year, I have undertaken a total of 44 research, project and or exhibition works. Details of the research undertaken since Year are the following:

[1] Year: Title of Research, Project or Exhibition

You are to state a brief description of the research, project or exhibition here in the form of an abstract. The abstract must be a summary of not more than 250 words. It must outline the objective of the research, the project methods and procedure employed, as well as the major findings or conclusions. The abstract should be in single column and always start with a topic sentence that is a central statement of the major theme of the research. Symbols and equations, as well as references, are to be avoided in the abstract.

[2] Year: Title of Research, Project or Exhibition

You are to state a brief description of the research, project or exhibition here in the form of an abstract. The abstract must be a summary of not more than 250 words. It must outline the objective of the research, the project methods and procedure employed, as well as the major findings or conclusions. The abstract should be in single column and always start with a topic sentence that is a central statement of the major theme of the research. Symbols and equations, as well as references, are to be avoided in the abstract.

[3] Year: Title of Research, Project or Exhibition

You are to state a brief description of the research, project or exhibition here in the form of an abstract. The abstract must be a summary of not more than 250 words. It must outline the objective of the research, the project methods and procedure employed, as well as the major findings or conclusions. The abstract should be in single column and always start with a topic sentence that is a central statement of the major theme of the research. Symbols and equations, as well as references, are to be avoided in the abstract.

[4] Year: Title of Research, Project or Exhibition

You are to state a brief description of the research, project or exhibition here in the form of an abstract. The abstract must be a summary of not more than 250 words. It must outline the objective of the research, the project methods and procedure employed, as well as the major findings or conclusions. The abstract should be in single column and always start with a topic sentence that is a central statement of the major theme

of the research. Symbols and equations, as well as references, are to be avoided in the abstract.

[5] Year: Title of Research, Project or Exhibition

You are to state a brief description of the research, project or exhibition here in the form of an abstract. The abstract must be a summary of not more than 250 words. It must outline the objective of the research, the project methods and procedure employed, as well as the major findings or conclusions. The abstract should be in single column and always start with a topic sentence that is a central statement of the major theme of the research. Symbols and equations, as well as references, are to be avoided in the abstract.

(B) Publications Arising Out of the Research

i. Refereed Journal Papers

- [1] **Dwomoh, G., Luguterah, A. W., and Duah, S. B. (2020)**, "Hoteliers' human resource strategies for business sustainability during Covid-19 pandemic in Ghana", *Journal of Business and Retail Management Research (JBRMR)*, Vol. 14, No. 3, pp. 34-43.
- [2] **Dwomoh, G., Gyamfi, L. A., and Luguterah, A. W. (2019)**, "Effect of organizational citizenship behaviour on performance of employees of Kumasi Technical University: Moderating role of work overload", *Journal of Management and Economic Studies*, Vol. 1, No. 2, pp. 18-34.
- [3] **Frempong, E. O., and Dwomoh, G. (2017)**, "Employees behaviour, equity in financial compensation and performance of Public Universities in Ghana", *Management and Organizational Studies*, Vol. 4, No. 3, pp. 43-50.

- [4] **Dwomoh, G., Agyenim-Boateng, K., Ahmed, M., and Boachie, W. K. (2016)**, "Assessing financial motivation and its influence on performance of teachers in government senior high schools in Ghana", *European Journal of Business and Innovation Research*, Vol. 4, No. 1, pp. 25-35.
- [5] **Dwomoh, G., Kwarteng, K., Frempong, E., and Frempong, R. A. (2015)**, "Assessing the effect of demographic factors on conflict situations in Ghana government hospitals", *International Journal of Information, Business and Management*, Vol. 7, No. 4, pp. 145 - 155.
- [6] **Owusu, E. E., Dwomoh, G., Collins, M., Yaa, G., and Daniel, O. (2014)**, "Assessing the relationship between budget participation and employees' performance of public universities in Ghana: A case of University of Education", *International Journal of Academic Research in Accounting, Finance and Management Sciences*, Vol. 4, No. 1, pp. 85-96.
- [7] **Dwomoh, G., Owusu, E. E., and Addo, M. (2013)**, "Impact of occupational health and safety policies on employees' performance in the Ghana's timber industry: Evidence from Lumber and Logs Limited", *International Journal of Education and Research*, Vol. 1, No. 12, pp. 1-14.
- [8] **Korankye, T., and Dwomoh, G. (2012)**, "The knowledge ability and susceptibility of Artisanal Marine Elmina Fisher-folks in respect of HIV/AIDS in Ghana", *Res Humanit Soc Sci*, Vol. 2, No. 4, pp. 7 – 18.

ii. Book Publications

- [1] **Dwomoh, G. (2021)**, *Training as Investment Tool for Improving Efficiency in the National Airline of Ghana*, GRIN Verlag, Munich, 150 pp.

- [2] **Owusu, A., and Dwomoh, G. (2021)**, Event Marketing: How to successfully manage and promote events, BookLeaf Publishing, New Delhi, 146 pp.
- [3] **Iddrisu, A.A., Alagidede, I. P. and Dwomoh, G. (2021)**, Monetary Policy and Food Inflation in Emerging and Developing Economies, Taylor & Francis, United Kingdom, 120 pp.
- [4] **Parker, B.Q., and Dwomoh, G. (2011)**, Biomass Burning in Ghana: The effect of vegetation burning on the environment, LAP Lambert Academic Publishing, London, 92 pp..

iii. Published Conference Papers

- [1] **Dwomoh, G., and Veli, B. (2021)**, "A methodological Assessment of Management Procedures", Proceedings of the 8th International Conference on Management and Dynamic Simulations held in Paris, France, 1st – 4th June, 2021, pp. 45-49.
- [2] **Abila, F., Dwomoh, G., and Idrissu, A.A. (2020)**, "SME innovation in managing indigenous businesses", Proceedings of the 7th Biennial International Conference Polytechnics and Technical Universities in Africa on the theme: "Building Sustainable institutions", Kigali, Rwanda, 1st – 4th August, 2020, pp. 1-13.
- [3] **Voti, A., Dwomoh, G., and Obi, K. (2019)**, "Harnessing management styles of e-business owners", Proceedings of the 7th ICAST KsTU: "Science and Technology for thriving businesses", Kumasi, Ghana, 4th – 6th October, 2019, pp. 338-354.
- [4] **Dwomoh, G., and Ofori, M. (2015)**, "Managing Institutions of Higher Learning in Africa to attain global fame: The Case of Universities in Ghana", Proceedings of the sixth International

Conference on Higher Education Management, "Expanding the Frontiers Higher Education", Darban, South Africa, 16th – 19th May, 2015, pp. 38-54.

- [5] **Dwomoh, G., Mari, W. M., and Sisal, U. (2013)**, "The Contribution of management lapses in waste management companies to the solid waste menace in Ghana", Proceedings of International Solid Waste Association Conference Sustainable Management of Solid Waste using Emerging Technologies, San Diego-California, 6th-12th April, 2013, pp.8-20.

iv. Peer Reviewed Document on Exhibition

- [1] **Amassah, W., and Dwomoh, G. (2019)**, "A comparative evaluation of the consistency of Decision-support tools in aiding management decisions", Proceedings of the 2019 Conference and Exhibition of the Association of Professional Administrators and Secretaries: "Achieving sustainable Development through skillful management", Accra, Ghana, 25th – 26th August, 2019.

- [2] **Dwomoh, G., and Obi, K. (2016)**, "Management tool for monitoring subsidized Fertilizer distribution in Ghana", Proceedings of International Exhibition on Research and Development, Cotonou- Republic of Benin, 20th-23rd November, 2016.

5.0 CONFERENCES/SEMINARS AND WORKSHOPS AT WHICH PAPERS WERE READ/PRESENTED

- (i) 18th International Conference on Geomatic Engineering (ICGE 2016), Paris, France, 14-15 March, 2016.
- (ii) 4th KSTU Biennial International Mining and Mineral Conference on "Expanding the Frontiers of Mining Technology", Tarkwa-Ghana 3rd – 6th August, 2016.

- (iii) 2010 Annual Land Surveyors Seminar on “Using Geo-Spatial Technology to Promote Peaceful Society and Sound Environment”, Accra-Ghana, 25-26 August 2010.
- (iv) First KsTU International Mining and Mineral Conference on “Innovations in Mining and Mineral Processing; Expanding the Frontiers of Mining Technology”, Tarkwa-Ghana, 4th – 7th August, 2010.

6.0 LIST OF THE PUBLICATIONS

(A) Refereed Journal Papers (Published with exact references)

- [1] Dwomoh, G., Luguterah, A. W., and Duah, S. B. (2020),** “Hoteliers’ human resource strategies for business sustainability during Covid-19 pandemic in Ghana”, *Journal of Business and Retail Management Research (JBRMR)*, Vol. 14, No. 3, pp. 34-43.
- [2] Dwomoh, G., Gyamfi, L. A., and Luguterah, A. W. (2019),** “Effect of organizational citizenship behaviour on performance of employees of Kumasi Technical University: Moderating role of work overload”, *Journal of Management and Economic Studies*, Vol. 1, No. 2, pp. 18-34.
- [3] Frempong, E. O., and Dwomoh, G. (2017),** “Employees behaviour, equity in financial compensation and performance of Public Universities in Ghana”, *Management and Organizational Studies*, Vol. 4, No. 3, pp. 43-50.
- [4] Dwomoh, G., Agyenim-Boateng, K., Ahmed, M., and Boachie, W. K. (2016),** “Assessing financial motivation and its influence on performance of teachers in government senior high schools in Ghana”, *European Journal of Business and Innovation Research*, Vol. 4, No. 1, pp. 25-35.

[5] Dwomoh, G., Kwarteng, K., Frempong, E., and Frempong, R. A. (2015), "Assessing the effect of demographic factors on conflict situations in Ghana government hospitals", *International Journal of Information, Business and Management*, Vol. 7, No. 4, pp. 145 - 155.

(B) Refereed Conference Papers (Published with exact references)

[1] Dwomoh, G., and Veli, B. (2021), "A methodological Assessment of Management Procedures", *Proceedings of the 8th International Conference on Management and Dynamic Simulations held in Paris, France, 1st – 4th June, 2021*, pp. 45-49.

[2] Abila, F., Dwomoh, G., and Idrissu, A.A. (2020), "SME innovation in managing indigenous businesses", *Proceedings of the 7th Biennial International Conference Polytechnics and Technical Universities in Africa on the theme: "Building Sustainable institutions"*, Kigali, Rwanda, 1st – 4th August, 2020, pp. 1-13.

[3] Voti, A., Dwomoh, G., and Obi, K. (2019), "Harnessing management styles of e-business owners", *Proceedings of the 7th ICAST KsTU: "Science and Technology for thriving businesses"*, Kumasi, Ghana, 4th – 6th October, 2019, pp. 338-354.

[4] Dwomoh, G., and Ofofu, M. (2015), "Managing Institutions of Higher Learning in Africa to attain global fame: The Case of Universities in Ghana", *Proceedings of the sixth International Conference on Higher Education Management, "Expanding the Frontiers Higher Education"*, Darban, South Africa, 16th – 19th May, 2015, pp. 38-54.

[5] **Dwomoh, G., Mari, W. M., and Sisal, U. (2013)**, "The Contribution of management lapses in waste management companies to the solid waste menace in Ghana", Proceedings of International Solid Waste Association Conference Sustainable Management of Solid Waste using Emerging Technologies, San Diego-California, 6th-12th April, 2013, pp. 8-20.

(C) List and Copies of Selected Publications for External Assessment

[1] **Dwomoh, G., Luguterah, A. W., and Duah, S. B. (2020)**, "Hoteliers' human resource strategies for business sustainability during Covid-19 pandemic in Ghana", Journal of Business and Retail Management Research (JBRMR), Vol. 14, No. 3, pp. 34-43.

[2] **Dwomoh, G., Gyamfi, L. A., and Luguterah, A. W. (2019)**, "Effect of organizational citizenship behaviour on performance of employees of Kumasi Technical University: Moderating role of work overload", Journal of Management and Economic Studies, Vol. 1, No. 2, pp. 18-34.

7.0 PATENTED INVENTIONS, TECHNOLOGIES OR PRODUCTS/OTHER SCHOLARLY WORKS

[1]. List all your patents here with exact references. [2]. List all your patents here with exact references. [3]. List all your patents here with exact references. [4]. List all your patents here with exact references. [5]. List all your patents here with exact references.

8.0 RECORD OF SERVICE TO THE COMMUNITY (University/National/International)

(A) Technical University Community

i. Appointments to Administrative and Other Statutory Positions

- Aug 2018 to date:** **Dean of Students,**
Office of the Dean of Students,
Kumasi Technical University
(KsTU), Kumasi
- Aug 2017 to Jul 2018:** **Dean of Students,** Office of
the Dean of Students, Kumasi
Technical University (KsTU),
Kumasi
- Aug 2016 to Jul 2017:** **Vice Dean** Office of International
Programmes, Kumasi Technical
University (KsTU), Kumasi
- Aug 2015 to Jul 2016:** **Vice Dean,** Office of International
Programmes, Kumasi Technical
University (KsTU), Kumasi

ii. Membership of Boards and Committees

- April 2016:** **Chairman,** Inter- denominational
Chaplaincy Committee, Kumasi
Technical University (KsTU),
Kumasi
- April 2015:** **Chairman,** Inter- denominational
Chaplaincy Committee, Kumasi
Technical University (KsTU),
Kumasi

April 2014: **Chairman,** Inter-Denominational Chaplaincy Committee, Kumasi Technical University (KsTU), Kumasi

February 2013: **Chairman,** Inter-Denominational Chaplaincy Committee, Kumasi Technical University (KsTU), Kumasi

iii. Membership of Non-Statutory/Ad-hoc Committees/ Associations/ Unions

May 2016: **Member,** Committee to draft Research Ethics Policy, Kumasi Technical University (KsTU), Kumasi

May 2015: **Chairman,** Committee to Investigate Loss of LCD Projectors at LR 3 and LR 2, Kumasi Technical University (KsTU), Kumasi

May 2015: **Chairman,** Committee to Investigate a Case of Sleeping on Duty, Kumasi Technical University (KsTU), Kumasi

iv. Technical & Consultancy Work

May 2015: **Performance Evaluation of Branch Managers,** Consultancy Services were provided for Unique Trust Insurance to assess all 42 branch managers of the company.

July 2015: **Low productivity of permanent work force.** Consultancy Services were provided for AB Cement Company to unearth factors accounting for low job performance by permanent employees of the company.

June 2015: **Manager-Employee Relationships assessment,** Consultancy Services were provided for Kumasi Evit Multinational Recruitment Agency to resolve the disrespect employees showed to managers.

v. Development of Curricula of Programmes

vi. Financial/Material Resource Mobilisation

November 2020: **100 Laptops,** Requests was made to Ghana Gas to support teaching and learning at the University. The agency accepted the request and provided a total of 120 laptops at a cost of GH¢ 63 000.00 to the University. The books were received on behalf of the University by Prof Gabriel Dwomoh, Director, International Affairs and Institutional Linkages Technology on 24th May 2020.

June 2018: **Training support,** Request was made Innex Insurance Ltd. in the Ashanti Region to support practical teaching and learning at the University. The Company accepted request and donated 24 laptops, several books and an amount of GH¢ 120, 000.00 to support brilliant but needy girls.

vii. Extension Work/Workshops

August 2015: **Facilitator,** Workshop on Understanding University Policies organised by the Faculty of Entrepreneurship and Enterprise Development on 10th July, 2015 at SRC Conference Hall Kumasi Technical University.

February 2014: **Key note speaker,** Youth and skills Workshop on the Fabric and Assessment of Postgraduate Research Work organised by the Planning and Quality Assurance Unit of KsTU on 16th February 2014

October 2011: **Co-chair,** Workshop on University Teaching and Examinations organised by the Planning and Quality Assurance Unit of KsTU on 15th October 2011

viii. Grantee

(H) National Community

(i) Membership of National Boards, Committees, Organisations and Professional Bodies

2014 to date: **Member**, Ghana National Committee of West Africa Examinations Council (WAEC)

2010 to date: **Professional Member**, Association of Administrators

2015 to date: **Member**, Ghana Association of Professional Managers.

(ii) Membership of Editorial Boards of Recognised Journals

(iii) External Examiner/Moderator/Visiting Lecturer/Scholar

August 2020: **External Examiner**, Appointed as External Examiner for Nine (9) MSc Candidates in the Department of Geomatic Engineering, KNUST, Ghana

March 2022: **External Examiner**, Appointed as External Examiner for a PhD Candidate in the Department of Civil Engineering, KNUST, Ghana

(iv) External Assessor for Promotion of Research/Academic Staff

January 2022: **External Assessor**, Nominated as External Assessor for the Evaluation of Publications

for Promotion from Lecturer
to Senior Lecturer in the
Management Science
Department of DHLTU, Wa, Ghana

(v) Technical and Consultancy Work/Reviewer of Journal Papers

May 2015: **Performance Evaluation of Branch Managers**, Consultancy Services were provided for Unique Trust Insurance to assess all 42 branch managers of the company.

June 2015: **Low productivity of permanent work force**. Consultancy Services were provided for AB Cement Company to unearth factors accounting for low job performance by permanent employees of the company.

(vi) Professional Activities (Documented Public Presentations/
Books of General Interest)

March 2021: **Main Speaker**, Graduation of trainees in Skills for the job hands-on training by the Centre for Skills and Technology Transfer on 8th March 2021

November 2022: **Guest Speaker**, Students Matter Most 2022 on Mutual respect in staff-students relationship organised by Kumasi Technical

University on 10th June 2022

(I) International Community

(i) Membership of International Committees/Professional Bodies

2015 to date: **Member**, International Business Associates

2014 to date: **Member**, International Institute of Higher

2013 to date: **Member**, African Association of Professional Managers

(ii) Membership of Editorial Boards of Recognised Journals

May 2016: **Member**, Editorial Board of International Journal Business and Management, Science Publishing Group

September 2012: **Member**, Editorial Board of International Journal Management Applications

(iii) External Examiner/Moderator/Visiting Lecturer/Scholar

(iv) External Assessor for Promotion of Research/Academic Staff

(v) Technical and Consultancy Work/Reviewer of Journal Papers

May 2015: **Performance Evaluation of Branch Managers**, Consultancy Services were provided for Unique Trust Insurance to assess all 42 branch managers of the

company.

- (vi) Professional Activities (Documented Public Presentations/ Books of General Interest)

9.0 EVALUATION OF MY PERFORMANCE

(A) Promotion of Knowledge

My publications are set out in Table 1 (Please refer to Volume I).

Table 1 Evaluation of Performance in Promotion of Knowledge

S/N	Refereed Journal/Books Publications or Inventions/ Other Scholarly works	See Evidence	Maximum Marks Obtainable	My Mark
1		Journal Paper 1	10	10
2		Book 1	20	20
3		Patent 1	20	20
4		Book 2	20	20
5		Conference Paper 1	5	5
6		Conference Paper 2	5	5
7		Journal Paper 2	10	10
Total Point Score				

Overall Evaluation of my Performance in Promotion of Knowledge has yielded a total point score of **90**.

(B) Teaching

My teaching records are set out in Table 2 (Please refer to **Volume II**).

Table 2 Evaluation of Performance in Teaching

S/N	Indicators for Assessment	See Evidence	Maximum Marks	My Marks
1	Quality of lecture notes/handouts, coverage of syllabus		10	
2	Regularity and punctuality of attendance at lectures		7	
3	Organisation of workshop, laboratory and field activities		4	
4	Quality of supervision of projects/theses		3	
5	Regularity of attendance at seminars/ meetings		3	
6	Conduct of examinations		7	
7	Quality of classroom supervision		3	
8	Lecture/teaching load/overload		3	
	Total	Total Point Score	40	

A Careful Evaluation of my Performance in Teaching has yielded a total point score of **39.5**.

(C) Service

I rank my performance in the area of service as **HIGH**. The reason for the High rank in the area of service to the community is set out in Table 3 (Please refer to **Volume III**).

Table 3 Evaluation of Performance in Service

S/N	Indicators	See Evidence	Maximum Marks Obtainable	My Mark
-----	------------	--------------	--------------------------	---------

UNIVERSITY COMMUNITY

i) Appointments to Administrative and Other Statutory Positions

		S 1		
		S 2		
		S 3		
		S 4		
		S 5		
		S 6		

ii) Membership of Boards and Committees (Since Last Appointment/Promotion)

iii) Membership of Non-Statutory/Ad-hoc Committees/ Associations/
Unions

iv) Technical & Consultancy Work

v) Financial/Material Resource Mobilisation

vi) Extension Work/Workshop

vii) Development of Curricula of Programmes

viii) Grantee (Grant won for the University)

		SubTotal (A)		90

NATIONAL COMMUNITY

i) Membership of National Boards, Committees, Organisations and Professional Bodies

ii) Membership of Editorial Boards of Recognised Journals

iii) External Examiner/Moderator/Visiting Lecturer/Scholar

iv) External Assessor for Promotion of Research/Academic Staff

v) National Recognition

vi) Technical and Consultancy Work/Reviewer of Journal Papers

vii) Documented Public Presentations/Books of General Interest

viii) Special Assignments on behalf of the University

		SubTotal (B)		90

INTERNATIONAL COMMUNITY

- i) Membership of National Boards, Committees, Organisations and Professional Bodies

- ii) Membership of Editorial Boards of Recognised Journals

- iii) External Examiner/Moderator/Visiting Lecturer/Scholar

- iv) External Assessor for Promotion of Research/Academic Staff

- v) International Recognition

vi) Technical and Consultancy Work/Reviewer of Journal Papers

vii) Documented Public Presentations/Books of General Interest

viii) Grantee (External grants won)

Sub Total (C)				
Overall Total (A + B + C)				

Overall Evaluation of my Performance in Service to the Community has yielded a total point score of **38.5**.

Notes on EVALUATION

1. The applicant shall assess his/her own achievements giving justification in the three areas of attainment:
 - i. Promotion of knowledge through research and publication
 - ii. Teaching
 - iii. Service in areas other than (a) and (b)
2. The Head of Department and the School/ Faculty Appointments and Promotions Review Committee shall assess and evaluate the candidate's achievements giving justification in the three areas of attainment.

APPENDIX C (CONFIDENTIAL)

ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT

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

(i) Quality of Teaching

(This assessment should sum up the applicant's performance as a Kumasi Technical University teacher and how he/she discharges his/her Departmental assignments related to teaching).

- (a) Quality of lecture notes/handouts, coverage of syllabus.
- (b) Regularity and punctuality of attendance at lectures.
- (c) Organisation of workshops, laboratory and field activities.
- (d) Quality of supervision of students' project works.
- (e) Regularity of attendance at seminars.
- (f) Conduct of examinations.
- (g) Quality of classroom supervision
- (h) Lecture/Teaching load.

(ii) Promotion of Knowledge

(a) *Certify the following statements made by the applicant:*

- Research conducted (Topics with dates)
- Publications arising out of Research
- Journals in which papers are published

- Contributions to research resulting in co-authored publications
- Involvement in the other Departmental research and development activities (new products/technologies)

(b) Certify publications/exhibitions listed by the applicant.

(iii) Service

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

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

APPENDIX D
APPLICATION FORMAT FOR THE NON-TEACHING
STAFF

DATE: KUMASI TECHNICAL UNIVERSITY APPLICATION FOR
PROMOTION

(SENIOR MEMBERS – NON-TEACHING STAFF)

TO BE COMPLETED IN DUPLICATE

Name of Applicant: **NAME HERE**

Present Designation: **Assistant Registrar**

I wish to apply for the Post of: **Senior Assistant Registrar**

In the Department/Section/Unit of: **Registry**

I attach my full curriculum vitae including the following:

1. a) Academic degrees earned with dates

S/N	Institution	Programme	Date of completion	Duration
1	KNUST	MBA FINANCE	MARCH, 2014	2012-2014
2	AUGUSCO	BUSINESS	MAY, 2002	2006-2010

b) Professional qualifications with dates

S/N	Institution (if any)	Programme	Date of completion	Status and date
1	Financial Training Center	ACCA	MARCH, 2014	Fellow, 2016
2	N/A	ICA	N/A	Member, 2012

2. University working experience (positions held with dates)
3. Professionally related experience such as conferences, Seminars, workshops, etc
4. List of publications:
 - i. a. Published with exact references
 - b. Unpublished
 - ii. Copies of selected materials for external assessment. For promotion to all ranks, six copies each should be supplied.
5. Record of Service to the community (University, National, and International) with dates and supporting evidence.
6. Evaluation of my performance in the following areas of attainment with reasons and justification:
 - (a) Performance at Work
 - (b) Promotion of Knowledge/Profession
 - (c) Service

SIGNATURE OF APPLICANT..... DATE:.....

APPENDIX E
CV FORMAT FOR THE NON-TEACHING STAFF KUMASI
TECHNICAL UNIVERSITY KUMASI

UNIT NAME HERE

DOCUMENTS IN SUPPORT OF APPLICATION FOR THE
POSITION OF SENIOR ASSISTANT REGISTRAR

CURRICULUM VITAE

of

NAME HERE

MSc (KNUST), BA (UCC), Dip (UCC), Dip (CTC), Dip (CTC)

Month, Year

CURRICULUM VITAE of

Name Here *MSc (KNUST), BA (UCC), Dip (UCC), Dip (CTC), Dip (CTC)*

1. PERSONAL DETAILS

- | | | |
|----|---------------------|---|
| A. | Name: | Name Here |
| B. | Birth Date: | 29 August xxxx |
| C. | Nationality: | Ghanaian |
| D. | Marital Status: | Married |
| E. | Number of Children: | Three (3) |
| F. | Address: | Kumasi Technical
University
Registry
P. O. Box xxx
Kumasi, Ghana
Cell Phone: +233
244885694
E-mail:
isaackoftafta@
yahoo.com |

2. ACADEMIC BACKGROUND

A. Academic Degrees/Certificates	Date
i. MSc (Development Policy Planning)	2003
ii. BA (Social Science)	1991
iii. Dip (Education)	1991
iv. Dip (Sales Management & Marketing)	1995
v. Dip (Personal Management & Industrial Relations)	1996
vi. GCE A'level	1982
vii. GCE O'level	1980

B. Institutions Attended	Date
i. Kwame Nkrumah University of Science and Technology (KNUST), Kumasi	Sept. 2000- Aug. 2002
ii. Cambridge Tutorial College, UK	Jun. 1995- Jun. 1996
iii. University of Cape Coast, Cape Coast	Aug. 1987- Jun. 1991
iv. Fijai Sec. Sch., Sekondi	Oct. 1980- Jun 1982
v. Takoradi Sec. Sch., Takoradi	Oct. 1975- Jun 1980

C. Professional Titles	Date
i. Member, Ghana Institute of Management (MGIM)	2011 to date
ii. Member, Human Resource Management Practitioners (MHRMPG)	2011 to date

D. Scholarships/Awards	Date
18.1.1 Ghana Government Scholarship to pursue BA in Social Science at UCC	1987-1991
18.1.2 Ghana Government Scholarship to pursue A'Level Education at Fijai	1980-1982
18.1.3 Cocoa Marketing Scholarship to pursue O'Level Education at Takoradi	1976-1980

3. UNIVERSITY WORKING EXPERIENCE

A. Administrative Rank Held	Date
(i) Assistant Registrar: KsTU	2007 to date

B. Administrative Positions Held

Since my appointment as an Assistant Registrar in Kumasi Technical University, Kumasi in May 2007, I have had various administrative experiences. Details of the positions held since May 2007 is shown in Table 1.

Table 1 Administrative Positions: 2007 – 2016

School/Faculty/ Department/Unit	Position Held	YEAR
Faculty of Mineral Resource Technology	Faculty Registrar	2009 to date
Mathematics Department	Departmental Administrator	2007 to 2009
School of Postgraduate Studies	Faculty Registrar	2007 to 2008
Mining Engineering Department	Acting Secretary	2008
Petroleum Engineering Department	Acting Secretary	2010
Office of Dean of Students	Acting Secretary	2010 to 2011

C. Supervision of Departmental/Unit Secretaries/Staff

As the Faculty Registrar at the Mineral Resource Technology, I supervise the following five (5) Departmental Administrative Assistants to ensure that they produce very good reports, minutes and are punctual as well as regular at work and/or meetings:

- i. Department of Geomatic Engineering
- ii. Department of Geological Engineering Department
- iii. Department of Mining Engineering Department
- iv. Department of Mineral Engineering Department
- v. Department of Petroleum Engineering Department

4. PREVIOUS WORKING EXPERIENCE

Before my appointment to the Assistant Registrar position in May 2007, I served in various capacities in the District Assembly System and a private company. Details of my previous working experience and responsibilities before 2007 are the following:

2005-2007:	Senior Development Planning Officer, Ahanta West District Assembly, Agona Nkwanta
2003-2005:	Development Planning Officer, Shama, Ahanta East Municipal Assembly, Sekondi
1998-2002:	Assistant Development Planning Officer, Aowin Suaman District Assembly, Enchi
1996-1998:	Development Sales and Marketing Officer (Part-Time), Silent Star Electricals Company Ltd, Takoradi
1991-1998:	Senior Suprintendent/Tutor, St. John's School, Sekondi
1992-2009:	Team Leader/Assistant Examiner, West Africa Examinations Council
1984-1987:	Tutor, Sekondi Secondary School, Sekondi
1982-1984:	National Service Person, Ministry of Health (Port Health), Takoradi

5.0 PROFESSIONALLY RELATED EXPERIENCE SUCH AS CONFERENCES, SEMINARS, WORKSHOPS, ETC

- Participant: Patrons Review/Stakeholders Meeting, Accra, Ghana, 24th-26th March 2011
- Participant: Patrons Review/Stakeholders Meeting, Koforidua, Ghana, 29th June-2nd July 2011
- Participant: Seminar on (a) Best Practices used in the application to emerging issues that affect the Management decision-making process: Getting to know the Customer (b) Analysing the Non- Financial Risks, Accra, Ghana, 5th- 6th May 2010
- Participant: National Congress, Ghana Association of University Administrators (GAUA), Cape Coast, Ghana, 28th-30th August 2010
- Participant: First KSTU International Mining and Mineral Conference on “Innovations in Mining and Mineral Processing”: “Expanding the Frontiers of Mining Technology”, Kumasi, Ghana, 4th- 7th August 2010

- Participant: Workshop on Administrative Responsibilities of Deans/ Heads of Department/Sections/ Units, KsTU, Kumasi, Ghana, 1st October 2010
- Participant: Workshop on Criteria for Appointments and Promotions of Non-Academic Senior Members, KsTU, Kumasi, Ghana
- Participant: Workshop on the Training of KsTU Peer Educators Club for HIV/AIDS, Kumasi, Ghana, 16th-18th November 2010
- Participant: Workshop on the Training of Patrons for HIV/AIDS, Accra, Ghana, 21st-23rd November 2010
- Participant: Workshop on the Preparation of an Integrated Water Resources Management Plan for the Ankobra River Basin, 14th January 2009

6.0 LIST OF PUBLICATIONS

(a) Refereed Journal Papers (Published with exact references)

- (i) Addei, C., **Addei, I.** (2010), "Celebration of African Women in Proverbs, Wise Saying and Folktales: Examples of Akan Tradition in Ghana", *Journal of Communication and Culture*, Vol. 1, pp. 1-13.
- (ii) Broni-Bediako, E. and **Addei, I.** (2010), "Managing the Huge Expectations of Ghana's Oil and Gas Discovery", *International Journal of Economic Development Research and Investment*, Vol. 1, No. 273, pp. 1-7.
- (iii) Addei, D., **Addei, I.** and Kwadjosse, H. A. (2011), "A Study of Effect of Mining Activities on the Health Status of People: A Case Study", *Research Journal of Applied Sciences Engineering and Technology*, Vol. 3, No. 2, pp. 99 - 104.

(b) Refereed Conference Papers (Published with exact references)

Addei, I., Addei, C. and Broni-Bediako, E. (2010), "The Oil Find at Cape Three Points – Expectations of the People in the Neighbouring Communities", Proceedings of the first biennial KsTU International Conference on Mining & Mineral Processing, "*Expanding the Frontiers of Mining Technology*", Kumasi, Ghana, 4th – 7th August, 2010 pp 1-22

7.0 SELECTED COPIES OF MATERIALS FOR EXTERNAL ASSESSMENT

Reports, Memoranda (Suggestive/Generative), Manuals, Position Papers, Proposals, Bibliographies, etc

- (i) Report on Sustainable Use of Equipment
- (ii) Report on workshop on the Preparation of an Integrated Water Resources Management Plan for the Ankobra River Basin, Tarkwa, Western Region, Ghana, 14th January, 2009
- (iii) Presentation on the New Planning Systems and its Effects on District Assemblies
- (iv) Presentation on Training of Patrons for HIV/AIDS held in Accra from 21st – 23rd November, 2010
- (v) Report of Committee to investigate Examination Malpractice involving BSc Mineral Engineering III Student (Mr George Amakye)
- (vi) Presentation on Social Policy and Project Planning: Project Analysis

Publications with Exact References

- (i) Addei, C., Addei, I. (2010), "Celebration of African Women in Proverbs, Wise Saying and Folktales: Examples of Akan Tradition in Ghana", *Journal of Communication and Culture*, Vol. 1, pp. 1-13.
- (ii) Broni-Bediako, E. and Addei, I. (2010), "Managing the Huge Expectations of Ghana's Oil and Gas Discovery", *International Journal of Economic Development Research and Investment*, Vol. 1, No. 273, pp. 1-7.

- (iii) Addei, D., Addei, I. and Kwadjosse, H. A. (2011), "A Study of Effect of Mining Activities on the Health Status of People: A Case Study", Research Journal of Applied Sciences Engineering and Technology, Vol. 3, No. 2, pp. 99 - 104.
- (iv) Addei, I., Addei, C. and Broni-Bediako, E. (2010), "The Oil Find at Cape Three Points – Expectations of the People in the Neighbouring Communities", Proceedings of the first biennial KsTU International Conference on Mining & Mineral Processing, "Expanding the Frontiers of Mining Technology", Kumasi, Ghana, 4th – 7th August, 2010 pp 1-22

8.0 RECORD OF SERVICE TO THE COMMUNITY

(a) University Community

- i. Appointments to Administrative and Other Statutory Positions

August, 2010 – July, 2011	Senior Hall Tutor, Gold Refinery Hall
August, 2009 – July, 2010	Senior Hall Tutor, Gold Refinery Hall
19th July, 2011	Scrutineer, Elections of Senior Hall Tutors

- ii. Membership of Boards and Committees

April, 2011	Member/Secretary, Committee to investigate missing blackberry cell phone belonging to Mr Ifeanacho Anyadiegwu, an Electrical and Electronic ENGINEERING IV Student
-------------	--

August, 2010 – July, 2011	Acting Secretary, Office of the Dean of Students
Nov., 2010	Secretary, Committee on Running of Calculus Course for Students for FMRT
June, 2010	Secretary, Committee to review Syllabus for BSc Degree Programme in Petroleum Engineering
30th April, 2009	Member/Secretary, Committee to investigate examination malpractice involving BSc Mineral ENGINEERING III Student (George Amakye)
20th Nov., 2009	Member/Secretary, Committee to investigate an alleged smoking of Indian Hemp involving a first year BSc Electrical and Electronic Engineering Student (Mr Ernest Tsali-Brown)
15th Dec., 2009	Member/ Secretary, Committee on Sustainable Use of Equipment
Feb., 2008	Member/Secretary, Committee to investigate an alleged rape on Miss Akosua Saah Twum Barimah (First Year Mining Engineering Student) by a group of Students)
Feb., 2008	Member/ Secretary, Committee to investigate an alleged attack on Mr Isaac Yankson Anka (First Year Mining Engineering Student) by a group of Students

Feb., 2008	Member/Secretary, Committee to investigate an alleged verbal harassment on Miss Ernestina Nyarko Gyawu (First Year Mining Engineering Student) by a group of continuing student
June, 2008	Secretary, Committee set up by the Faculty Board (FMRT) to review Masters (Modular) Programme of the Department of Geomatic Engineering
18TH October, 2007	Recorder, Administration Appointments and Promotion Committee

iii. Membership of Non-Statutory/Ad-hoc Committees/Associations/Unions

May 2016	Member, Committee to draft Research Ethics Policy, Kumasi Technical University (KSTU), Kumasi
May 2015:	Chairman, Committee to Investigate Loss of LCD Projectors at LR 3 and LR 2, Kumasi Technical University (KSTU), Kumasi

iv. Technical/Consultancy Work/ Resource Person Activities

May 2015 Boundary Surveys at TARSCO, Consultancy Services were provided for Kumasi Senior High Secondary School to Demarcate the School's Boundary for the Production of Cadastral Plan

July 2015 Confirmation of Coordinates at Pursues, Consultancy Services were provided for Electrofax Engineering Services Ltd to confirm the coordinates of Electric Poles they have established on the ground at Pursues Ghana Mining Ltd

v. Development of Manuals/Policies/Institutional Templates

vi. Financial/Material Resource Mobilisation

November 2014: Books, Request was made to Nezo Oilfield Supplies Limited to support teaching and learning at the University. The company accepted the request and provided a total of 196 volumes of books on varied disciplines at a cost of GH¢ 3 000.00 to the Faculty of Mineral Resources Technology. The books were received on behalf of the University by Prof R. K. Amankwah, Dean of Faculty of Mineral Resources Technology on 24th November 2014

**Participation in Seminars/Workshop/Functions/Meetings
organized by University/Faculty/Departments**

12th July, 2011	Minutes of 29th Faculty Appointment and Promotion Meeting
18th July, 2011	Attendance Sheet: Postgraduate Thesis Defence
1st June, 2011	Minutes of 38th Faculty Board Meeting
3rd June, 2011	Minutes of Hall Fellows
6th May, 2011	Minutes of 37th(Emergency) Faculty Board Meeting
12th May, 2011	Minutes of 4th Hall Council Meeting
30th May, 2011	Minutes of 6th Departmental Board Meeting (Petroleum Engineering Department)
28th February, 2011	Minutes of 28th Faculty Appointments and Promotions Meeting
8th April, 2011	Minutes of 31st Faculty Appointments and Promotions Meeting
7th January, 2010	Minutes of 31st Faculty Board Meeting
21st January, 2010	Minutes of 22nd Faculty Appointments and Promotions Meeting
9th February, 2010	Minutes of 10th Convocation 21st February, 2010 Minutes of 32nd Faculty Board Meeting

22nd April, 2010	Minutes of 23rd Faculty Appointments and Promotions Meeting
22nd April, 2010	Minutes of 2nd Hall Council Meeting
30th May, 2010	Minutes of 3rd Departmental Board Meeting (Petroleum Engineering)
2nd June, 2010	Minutes of 33rd Faculty Board Meeting
30th June, 2010	Minutes of 24th Faculty Board Meeting
12th July, 2010	Minutes of 1st Meeting of Frist KsTU International Conference Committee
15th July, 2010	Minutes of 2nd Meeting of First KsTU International Conference Committee
23rd July, 2010	Minutes of 3rd Meeting of Frist KsTU International Conference Committee
2nd August, 2010	Minutes of 4th Meeting of Frist KsTU International Conference Committee
11th August, 2010	Minutes of 5th Meeting of Frist KsTU international Conference
29th October, 2010	Minutes of 34th Faculty Board Meeting
12th November, 2010	Minutes of 25th Faculty Appointments and Promotion Meeting

8th January, 2009	Minutes of 128th Departmental Board Meeting (Mining Engineering)
9th January, 2009	Minutes of 27th Faculty Board Meeting
9th March, 2009	Minutes of 20th Faculty Appointments and Promotion Meeting
27th May, 2009	Minutes of 29th Faculty Board Meeting
31st March, 2009	Minutes of 28th Faculty Board Meeting
28th May, 2009	Minutes of Special Sub- Committee of Faculty Board Meeting
19th June, 2009	Minutes of an Emergency Faculty Board Meeting
8th October, 2009	Minutes of 30th Faculty Board Meeting
6th November, 2009	Minutes of 21st Faculty Appointments and Promotions Meeting
4th January, 2009	Minutes of Departmental Board Meeting (Mathematics Dept.)
15th May, 2008	Minutes of 17th Faculty Appointments and Promotions Meeting
27th May, 2008	Minutes of Faculty Board Meeting
12th October, 2007	Minutes of Departmental Board Meeting (Mathematics Dept.)

18th October, 2007	Minutes of Administration Appointments and Promotions Committee Meeting
22nd November, 2007	Minutes of 13th Board of School of Postgraduate Studies Meeting
5th December, 2007	Minutes of 1st Meeting of Assistant Registrars

NATIONAL COMMUNITY

i. Membership of National Committees/Professional Bodies

Aug., 2010	Secretary, LOC of the First KsTU International Conference, Kumasi, Ashanti Region, Ghana
March, 2011	Patron, Workshop on HIV/AIDS, Family Health International, Accra
March, 2011	Resource Person, "The Role of District Planning Unit and how it works in the Modern Assembly System of Ghana." For the Ahanta West District Assembly
April, 2011	Member, Ghana Institute of Management (GIM)
May, 2008	Team Leader, Marking of Social Studies (BECE) for the West African Examinations Council.

iii. Membership of Editorial Boards of Recognised Journals

iv. External Examiner

August 2016: External Examiner, Appointed as External Examiner for West Africa Examination Council (WAEC), Ghana

(a) External Assessor for Promotion of Non-Teaching Staff

January 2015: External Assessor, Nominated as External Assessor for the Evaluation of dossier for Promotion from Senior Assistant Registrar to Deputy Registrar of Accra Polytechnic, Ghana

(b) Technical and Consultancy Work

May 2015: Boundary Surveys at TARSCO, Consultancy Services were provided for Kumasi Anglican Senior High Secondary School to Demarcate the School's Boundary for the Production of Cadastral Plan

(c) Professional Activities / Documented Public Presentations/ Books of General Interest

September 2014 Resource Person, Seminar on the Evolution in Geospatial World organised by Achievers Geo Survey on 5th September 2014

INTERNATIONAL COMMUNITY

- i. Membership of International Committees/ Professional Bodies

Aug., 2010	Secretary, LOC of the First KsTU International Conference, Kumasi, Ashanti Region, Ghana
Aug.,2010	Member, Publication Sub committee,First KsTU International Conference, Kumasi, Ashanti Region, Ghana

9.0 EVALUATION OF MY PERFORMANCE

(a) Performance at Work

I rank my performance at work as HIGH. The reason for the High rank in the performance of my work is set out in Table 2 (Please refer to Volume I):

S/N	Indicators for Assessment	See Evidence	Maximum Marks Obtainable	My Marks
1.	Getting Work/ Assignment Completed Accurately	PW 1: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads		

		<p>I have worked with over the years on Promptness.</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to start and complete assignment accurately as summarised by me (PW 1) is 7.8 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Work Quantity are provided:</p> <p>PW1a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual</p>		
--	--	--	--	--

		<p>Indicators, Aug 2010 to Sept 2011</p> <p>PW1b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p> <p>PW1c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW1d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p>		
2.	Ability to Produce Quality Work	<p>PW 2: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Completion or Thoroughness.</p>	10	9

		<p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to consistently perform my work with desired level and amount of detail as summarised by me (PW 2) is 7.25 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Work Quantity are provided:</p> <p>PW2a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p>		
		<p>PW2b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p>		

		<p>PW2c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW2d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p> <p>PW2e: Applicant's Exhibit, I also produce quality reports after committees meetings. An example is the</p> <p>Report of a Committee of Enquiry Set-up to investigate an alleged Examination malpractice (PW2e)</p>		
3.	Punctuality and Regularity at Work	<p>PW 3: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Punctuality or Attendance</p>	10	8

		<p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to report on time to work and assignment as summarised by me (PW 3) is 8.25 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Work Habits are provided:</p> <p>PW3a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW3b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p> <p>PW3c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p>		
--	--	--	--	--

		PW3d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008		
4.	Knowledge of Work Procedure	<p>PW 4: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Knowledge, Compliance and Safety</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to: understand and use new information as it becomes available; respond to work assignment and directions of supervisors as well as follow established safe work practices as summarised by me (PW 4) is 7.5 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Work Habits and Quality are provided:</p>	10	9

		<p>PW4a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW4b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p> <p>PW4c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW4d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p> <p>PW4e: Applicant's Exhibit, I also produce quality reports after meetings. An example is the Report of a Workshop on the Training of Patrons for HIV/AIDS (PW4e)</p>		
--	--	---	--	--

5.	Ability to Work on one's own	<p>PW 5: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Judgment or Decision-Making</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to make logical decision with a sense of priority as summarised by me (PW 5) is</p> <p>7.0 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Work Quality are provided:</p> <p>PW5a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p>	10	9
----	------------------------------	--	----	---

		<p>PW5c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW5d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p> <p>PW5e: Applicant's Exhibit, I also submit quality reports after meetings without being prompted by my Head. An example of such is the Report of a Workshop on the Preparation of an Integrated Water Resources Management Plan (PW5e)</p>		
6.	Ability to Work under pressure	<p>PW 6: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Public Contact and Responsiveness</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to sacrifice my time and personal</p>	10	8

		<p>convenience when demand of work require with a friendly attitude toward the public as summarised by me (PW 6) is 7.9 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Adaptability and Personal Relations are provided:</p> <p>PW6a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW6b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p> <p>PW6c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW6d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p>		
--	--	---	--	--

7	Acceptance of Additional Responsibility	<p>I have always been ready to accept additional responsibilities given by my head or the University. The following letters of appointment can attest to it:</p> <p>PW 7a: Applicant’s Exhibit, Secretarial Duties to Mining Engineering Department, Dec, 2010</p> <p>PW 7b: Applicant’s Exhibit, Secretarial Services at the Office of the Dean of Students, Jan, 2008</p> <p>PW 7c: Applicant’s Exhibit, Appointment as Acting Secretary to the Dean of Students, Aug, 2010</p> <p>PW 7d: Applicant’s Exhibit, Secretarial Services at School of Postgraduate Studies, Oct, 2007</p> <p>PW 7e: Applicant’s Exhibit, Appointment as a Scrutineer for Senior Hall Tutors Elections, Jul, 2011</p>	10	10
---	---	---	----	----

8.	Human Relations	<p>PW 8: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Co-Workers</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to make visible effort to get along well with co-workers and supervisors as summarised by me (PW 8) is</p> <p>8.0 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Personal Relations are provided:</p> <p>PW8a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW8b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual</p>	10	8
----	-----------------	---	----	---

		<p>Indicators, Aug 2009 to Jul 2011</p> <p>PW8c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW8d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p>		
9.	Initiative, foresight and innovations	<p>PW 9: Applicant's Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Initiative</p> <p>Various Heads appraisal records</p> <p>available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to use work hours effectively and efficiently to work without being told as summarised by me (PW 9) is 6.75 out of a maximum obtainable score of 10</p>	10	7

		<p>For a much clearer picture, the following Individual Indicators under Work Habits are provided:</p> <p>PW9a: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW9b: Prof R. K. Amankwah's Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p> <p>PW9c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW9d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p>		
--	--	---	--	--

<p>10.</p>	<p>Ability to inspire and motivate others</p>	<p>PW 10: Applicant’s Exhibit, Summarised Table of Performance Appraisal forms for Senior Administrative Staff by various Heads I have worked with over the years on Habits</p> <p>Various Heads appraisal records available at the Registry, Office of Dean of Students and Mathematics Dept on my ability to show exemplary work habits that aid high performance as summarised by me (PW 10) is</p> <p>7.0 out of a maximum obtainable score of 10</p> <p>For a much clearer picture, the following Individual Indicators under Personal Relations are provided:</p> <p>PW10a: Mr E. K. Bedai’s Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2010 to Sept 2011</p> <p>PW10b: Prof R. K. Amankwah’s Appraisal Records at Office of Dean of Students, See my ticks on the Individual Indicators, Aug 2009 to Jul 2011</p>	<p>10</p>	<p>7</p>
------------	---	---	-----------	----------

		<p>PW10c: Mr E. K. Bedai's Appraisal Records at Registry, See my ticks on the Individual Indicators, Aug 2008 to Sept 2009</p> <p>PW10d: Dr M. Koduah's Appraisal Records at Dept of Mathematics, See my ticks on the Individual Indicators, Aug 2007 to Sept 2008</p>		
	TOTAL			83

A Careful Evaluation of my Performance at Work has yielded a total point score of 83 which is weighted as HIGH

(b) Promotion of Knowledge/Profession

I rank my performance in promotion of knowledge as HIGH. The reason for the High rank in the quality of my reports, generative/suggestive memoranda and proposals/position papers are set out in Table 3 (Please refer to Volume II):

Table 3 Evaluation of Performance in Promotion of Knowledge/ Profession

S/N	Reports, Generative/ Suggestive Memoranda and Proposals/Position papers (A maximum 10 selected reports, Generative/Suggestive memoranda and proposals/position papers)	See Evidence	Maximum Marks Obtainable	My Marks
1.	Proposal for the Recording of the University Anthem for Institutional use.	Paper 1	30	30
2.	Proposal for the Processing Lecturers' Allowances to be moved to the Finance Directorate	Paper 2	30	30
3.	Position Paper on the Use of Ghana Card as the Sole Identification Requirement for Admission of Ghanaian Students.	Paper 3	30	15
4.	Situational Report of the Transport Committee for the First Semester of the Academic Year submitted to the Welfare Services Board	Paper 4	22	10 +2 = 12

5.	Report on Sustainable Use of Equipment	Paper 5	6	6
6.	Report on workshop on the Preparation of an Integrated Water Resources Management Plan for the Ankobra River Basin, Tarkwa, Western Region, Ghana 14th January, 2009	Paper 6	6	6
7.	Presentation on the NEW Planning Systems and its Effects on District Assemblies	Paper 7	6	6
8.	Report of Workshop on the Training of Patrons for HIV/ AIDS held in Accra from 21ST – 23RD November, 2010.	Paper 8	6	6
9.	Report of Committee to investigate Examination Malpractice involving BSc Mineral Engineering III Student, (Mr George Amakye)	Paper 9	6	6
10.	Presentation on Social Policy and Project Planning: Project Analysis	Paper 4	6	6
	TOTAL			123

Overall Evaluation of my Performance in Promotion of Knowledge/ Profession has yielded a total point score of 123 which is weighted as HIGH

(c)Service

I rank my performance in the area of service as HIGH. The reason for the High rank in the area of service to the community is set out in Table 4 (Please refer to Volume III).

Table 4 Evaluation of Performance in Service

S/N	Indicators for Assessment	See Evidence	Maximum Marks Obtainable	My Marks
-----	---------------------------	--------------	--------------------------	----------

UNIVERSITY COMMUNITY

1.	Senior Hall Tutor, Gold Refinery Hall, Aug, 2010	S 1	20	20
2.	Senior Hal Tutor, GetFund Hall	S 2	20	20
3.	Acting Secretary, Office of the Dean of Students, Aug, 2010	S 3	20	20
4.	Scrutineer, Elections of Senior Hall Tutors	S 4	6	6
5.	Member/Secretary, Committee to investigate missing blackberry cell phone belonging to Mr Ifeanacho Anyadiegwu, an Electrical and Electronic Engineering IV Student.	S 5a and S 5b	8	8
6.	Secretary, Committee to Running of Calculus Course for Students of Faculty of Engineering	S 6	8	8

7.	Secretary, Committee to Review Syllabus for BSc Degree Programme in Oil and Gas Engineering	S 7	8	8
8.	Member/Secretary, Committee to investigate Examination Malpractice involving BSc Mechanical Engineering Student (George Amakye)	S 8	8	8
9.	Member/Secretary, Committee to investigate an alleged smoking of Indian Hemp involving a first year BSc Electrical and ELECTRONIC Student (MR Ernest Tsali-Brown)	S 9	8	8
10.	Member/Secretary, Committee to investigate Examination Malpractice involving BSc Banking and Finance Student (Mr Sylvester Arthur)	S 10	8	8
11.	Member/Secretary, Committee on Sustainable Use of Equipment	S 11	8	8
12.	Member/Secretary, Committee to investigate an alleged rape on Miss Akosua Saah Twum Barimah (First Year Marketing Student)	S 12	8	8
13.	Member/Secretary, Committee to investigate an alleged attack on Mr Isaac Yakson Anka (First Year Marketing Student) by a group of students.	S 13	8	8
14.	Member/Secretary, Committee to investigate an alleged verbal harassment on Miss Ernestina Nyarko Gyawu (First Year Fashion & Textiles Design Student) by group of Continuing Students.	S 14a and S 14b	8	8

15.	Secretary, Committee set up by the Faculty Board (FET) to review Masters (Modular) Programme of the Department of Civil Engineering	S 15	8	8
16.	Participation in Seminar/ Workshop/ Functions/ Meetings Organised by University, Faculty, Departments	S 16a1 to S16a42	20	20
	SUB-TOTAL (A)			174

S/N	Indicators for Assessment	See Evidence	Maximum Marks Obtainable	My Marks
------------	----------------------------------	---------------------	---------------------------------	-----------------

NATIONAL COMMUNITY

17.	Member, Institute of Human Resources Management Practitioners, Ghana	S 17a and S 17b	6	6
18.	Member, Ghana Institute of Management (GIM)	S 18a and S 18b	6	6
19.	Chief Examiner/Team Leader, Marking of Social Studies (BECE) for the West African Examinations Council, March, 2009	S 19	10	10
20.	Assistant Examiner, Marking of Geography (SSCE) for the West African Examinations Council, June, 2008	S 20	10	10
21.	Chief Examiner/Team Leader, Marking of Social Studies (BECE) for the West African Examinations Council, March, 2008	S 21	10	10

22.	Resource Person, "The Role of District Planning Unit and it works in the modern Assembly System of Ghana	S 22	2	2
23.	Resource Person, "The New Planning System in Ghana and its effect on the administration of the Metropolitan, Municipal and District Assembly,	S 23	2	2
24.	Resource Person, "Social Policy and Project Planning: Project Analysis"	S 24	2	2
SUB-TOTAL (B)				48

INTERNATIONAL COMMUNITY

25.	Secretary, LOC of the First KsTU International Conference of Research and Innovation, Kumasi, Ashanti Region.	S 25	8	8
26.	Member, Publication Sub-Committee, First International Conference, Kumasi, Ashanti Region, Ghana.	S 26	6	6
SUB-TOTAL (C)				14
TOTAL (A+B+C)				238

Overall Evaluation of my Performance in Service to the Community has yielded a total point score of **236** which is weighted as **HIGH**

APPENDIX F

EXTERNAL ASSESSMENT FORM – TEACHING KUMASI TECHNICAL UNIVERSITY SCORE SHEET FOR THE EVALUATION OF PUBLICATIONS/SCHOLARLY WORKS OF APPLICANT

Name of Applicant: Position Applied for:

S/N	Title of Paper or Book	^a Authors awareness of current Knowledge (10%)	^b Originality of the Publication content (10%)	^c Contribution to Knowledge (30%)	Scholarship and Standard of Presentation (20%)	^d Relevance to applicants own specialized academic discipline (30%)	Score (100%)
1.							
2.							
3.							
4.							
5.							
6.							

7.									
8.									
Mean Score									

^a The extent to which the authors referenced and reviewed current literature on the subject under investigation

^b The uniqueness or novelty of the major findings

^c How substantial do the major findings add to already published literature?

^d How the publication is related to the applicant's area of specialization or expertise

General Comments:

.....

.....

.....

Recommendation:

.....

.....

APPENDIX G

EXTERNAL ASSESSMENT FORM – NON-TEACHING (DEPUTY REGISTRAR AND ANALOGOUS POSITIONS)

KUMASI TECHNICAL UNIVERSITY CONFIDENTIAL ASSESSMENT CRITERIA FOR PROMOTION OF SENIOR MEMBERS - NON-TEACHING STAFF

Deputy Registrar and Analogous Positions

(To be completed by External Assessor)

Section B: Assessment of work done (60%). Applicant needs at least eight (8) Papers with at least two (2) Memos, two (2) Reports and two (2) Proposal/Position papers.

S/N	ASSESSMENT VARIABLE	MAXIMUM MARKS (%)	MARKS OBTAINED
	Quality of Generative/ Suggestive Memoranda	15	
	Quality of Reports	15	
	Quality of relevant Proposal/ Position Paper /Manual	15	
	Scope and quality of duties performed as evidenced from CV (administrative / professional exposure)	15	

Comments by External Assessor on each of the assessable areas

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Note: External Assessor is required to generate a comprehensive report on the work of the applicant, detailing the strengths and weaknesses of each variable and award marks not exceeding the maximum marks allotted as shown in the table above. Kindly note that the pass mark is 70%.

**CRITERIA FOR ASSESSING PROMOTION OF WORK/
KNOWLEDGE (NON-TEACHING

(PROMOTION TO DEPUTY REGISTRAR AND ANALOGOUS
POSITIONS)**

	Clear Statement of Problem (3%)	Effectiveness of Suggested Solution (3%)	Clarity of Expression (3%)	Expected Impact of Solution Implemented (6%)	Sub-total Score (15%)
Quality of Generative/ Suggestive Memoranda					
Quality of Reports					
Quality of relevant Proposal/Position Paper/ Manual					
Scope and quality of duties performed as evidenced from CV (administrative / professional exposure) (15%)					
Total Score (60%)					

APPENDIX H

EXTERNAL ASSESSMENT FORM – NON-TEACHING (*SENIOR ASSISTANT REGISTRAR AND ANALOGOUS POSITIONS*)

KUMASI TECHNICAL UNIVERSITY CONFIDENTIAL ASSESSMENT CRITERIA FOR PROMOTION OF SENIOR MEMBERS – NON-TEACHING STAFF

Senior Assistant Registrar and Analogous Positions (To be completed by External Assessor)

Section A: Assessment of work done (50%). Applicant needs at least six (6) Papers with at least two (2) Memos, two (2) Reports and two (2) Proposal/Position papers.

S/N	ASSESSMENT VARIABLE	MAXIMUM MARKS	MARKS OBTAINED
	Quality of Generative/ Suggestive Memoranda	12	
	Quality of Reports	12	
	Quality of relevant Proposal/ Position Paper/Manual	12	
	Scope and quality of duties performed as evidenced from CV (administrative / professional exposure)	14	

Comments by External Assessor on each of the assessable areas

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Note: External Assessor is required to generate a comprehensive report on the work of the applicant, detailing the strengths and weaknesses of each variable and award marks not exceeding the maximum marks allotted as shown in the table above. Kindly note that the pass mark is 70%.

**CRITERIA FOR ASSESSING PROMOTION OF WORK/KNOWLEDGE (NON-TEACHING)
(PROMOTION TO SENIOR ASSISTANT REGISTRAR AND ANALOGOUS POSITIONS)**

	Clear Statement of Problem (3%)	Effectiveness of Suggested Solution (3%)	Clarity of Expression (2%)	Expected Impact of Solution in Implemented (4%)	Total Score (12%)
Quality of Generative/Suggestive Memoranda					
Quality of Reports					
Quality of relevant Proposal/Position Paper/Manual					
Scope and quality of duties performed as evidenced from CV (administrative / professional exposure) (14%)					
Total Score (50%)					

APPENDIX I

APPOINTMENT AND PROMOTION CRITERIA FOR SENIOR MEMBERS – NON-TEACHING

Areas of Consideration

- Ability in Work
- Promotion of Work – Knowledge in Administrative Matters
- Human Relations
- Community Service

Areas of Consideration and Marks Allotted – Deputy Registrar and Analogous Positions

S/N	Area	Marks Allotted
1.	Promotion of Work	60
2.	Community Service	20
3.	Ability in Work	10
4.	Human Relations	10
	Total	100

Areas of Consideration and Marks Allotted – Senior Assistant Registrar and Analogous Positions

S/N	Area	Marks Allotted
1.	Promotion of Work	50
2.	Community Service	25
3.	Ability in Work	15
4.	Human Relations	10
	Total	100

NOTE:

1. Overall, applicants must obtain 70% in both internal and external assessments.
2. The scoring sheets should be attached to the External Assessment form to guide the External Assessors in awarding the marks.