

# **GUIDELINES FOR PROMOTION OF NON-TEACHING SENIOR MEMBERS OF THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA, (UPSA)**

## **1. Introduction**

Promotion is the ultimate desire of every employee for services rendered to an organization. Promotion may be an employee's reward for good performance. Most organizations use incentives such as promotion, provident fund, staff insurance among others as means to keep staff motivated. However, unclear promotion policies can affect employees' organizational commitment, job performance; create conflicts, inefficiency and high employee turnover rates in an organization. Promotion must be based on consistent, fair and clear cut policies.

It is important to determine the minimum criteria for advancement and make employees aware of the standards they need to earn promotion.

## **2. Background**

The newly developed guidelines for promotion of Non-Teaching Senior Members (NTSM) was developed as a build-up on the erstwhile Weighting Criteria for the Promotion of Non-Teaching Senior Members. It was developed taking into consideration the rate of human resource growth and development of the University in correspondence to vacancies generated.

It covers the grey areas not covered by the old Criteria for promotion as well as build upon it. It provides a clearly defined path for the hierarchical progression for all professions and ranks occupied by Non-Teaching Senior Members. It incorporates the position of the Junior Assistant Registrar and analogous positions which hitherto did not exist. It also considers current trends in modern administration and does not limit the administrator and other professionals to writing of reports and memoranda.

This document also seeks to eradicate all ambiguity and unfairness linked to the promotion criteria. It provides amongst others: the requirements for promotion, eligibility for promotion and whether promotion is vacancy based.

Perception of unfairness in the promotions process demotivates employees from giving of their best. This and other reasons necessitated the development of policy guidelines for consideration and adoption by Management for the promotion of Non-teaching Senior Members of the University to ensure promotions are made objectively, equitably and impartially. Above all, this document will be vital in the management of succession planning of the University as a growing organization.

The Non-teaching Senior Members can be classified into five (5) main categories:

- Administrative
- Finance/Internal Audit/Procurement
- Information Technology
- Works and Engineering
- Medical & Pharmacy

## **3.0 Guidelines for Promotion of Non-teaching Senior Members**

### **3.1 Conditions for Promotion**

The following general conditions shall apply:

- a) Promotion shall generally proceed from one rank to the immediate next rank of administrative or professional grade.
- b) The effective date for the promotion of an applicant shall be the date of submission of application; this shall be confirmed in the minutes and report of the Registry Appointment Review Committee.
- c) Applications for promotion supported by materials for assessment may not be processed unless they were received at least six months to retirement.
- d) Promotion to the rank of a Director shall be by appointment.

### **3.2 General Procedure for Promotion**

The following General Procedure for Promotion shall apply in all cases:

- a. Any Non-teaching Senior Member who wishes to be considered for promotion shall apply through his/her head of Department indicating the rank being sought together with relevant supporting documents including; technical papers/proposal, refereed publications and curriculum vitae through the Registrar to the Vice-Chancellor.
- b. The Vice-Chancellor shall refer all applications for promotion and portfolio of evidence to the Registry Appointment Review Committee for assessment.
- c. The Registry Appointment Review Committee shall review/assess the application and forward a comprehensive report of candidates' suitability for the rank to the University Appointments and Promotions Board for final approval.
- d. The effective date of promotion shall be the date the Vice-Chancellor/Registrar received the application. Where the application is rejected the date of resubmission shall be the effective date.
- e. In the case of Senior Assistant Registrar, technical papers submitted shall be reviewed by an External Assessor.
- f. The Appointment and Promotions Board shall invite applicant for interview.

### **3.3 Registry Appointment Review Committee**

- a) There shall be a Registry Appointment Review Committee appointed by the Vice-Chancellor for two (2) years in consultation with the Registrar, membership of which shall reflect the various grades not below the grade of Senior Assistant Registrar or equivalent analogous rank. Membership shall also include a member of the Academic staff not below the grade of Senior Lecturer.

- b) The Registrar shall be the Chairman of the Registry Appointment Review Committee, membership of which shall not exceed five (5), but the committee may co-opt others as appropriate to assist in its work.
- c) The Committee shall consider the applications for appointment or promotion and forward the report with the list of the applicants with its comments and recommendations to the Appointments and Promotions Board.
- d) The Registry Appointment Review Committee shall meet at least twice a semester.

### 3.4 Appointment of External Assessors

Two External Assessors Reports shall be required in the promotion of an Assistant Registrar to the rank of Senior Assistant Registrar / Analogous positions. The chairman may in consultation with the Vice-Chancellor recommend an internal assessor.

### 3.5 WEIGHTING CRITERIA

The weighting for promotion shall be structured as follows:

S/N	Item	%
1	Quality of Work	35
2	Promotion of Work	30
3	Workshop/ Short Courses attended	5
4	Additional Qualification	5
5	Community Service	5
6	Interview	20
	<b>Total</b>	<b>100</b>

#### 3.5.1 QUALITY OF WORK

35 points

This will emanate from the Head of Department's confidential Interactive report on the applicant. The detail report should cover the following key areas: The scoring for knowledge of work will be 1-10. The scoring for the other areas will be 1-5 for each area.

- Knowledge of Work. This will involve grasp of administrative procedures, current administrative trends including relevant Government administrative policies and guidelines
- Ability to work independently
- Initiative, resourcefulness and drive
- Sense of responsibility
- Capacity for sustained work
- Interpersonal relationship

### **3.5.2 PROMOTION OF WORK**

30 points

The key points for scoring will be the following  
Written technical reports/papers presented and approved by Management.  
A minimum of 3 technical papers are required. Each paper will be graded for 10 points.  
Publications in any of the following form would also be considered.

#### **i. Books**

- a. Books Refereed
- b. Monographs
- c. Handbooks/pamphlets relating to applicants administrative work
- d. Chapter in refereed book

#### **ii Journal and conference Papers**

- a. Refereed Journal Paper
- b. Edited Conference Paper
- c. Unedited conference Paper
- d. Conference Paper abstract
- e. Feature Article
- f. Research Report-Refereed

### **3.5.3 WORKSHOPS/SHORT COURSES**

5points

Workshops

Short Courses

\*Note: The workshop should be related to applicants work.

### **3.5.4 ADDITIONAL QUALIFICATIONS**

5points

Professional

Masters

Doctoral

### **3.5.5 COMMUNITY SERVICE**

5points

Contribution to Community

Contribution to National Development

### **3.5.6 INTERVIEW SCORE**

**20points**

Registry appointment Review committee  
Appointments and Promotions Board

## Grading of Assessment

Grading of assessment shall be as follows:

- Excellent - 80% - 100%
- Very Good - 70% - 79%
- Good - 60% - 69%
- Average - 50% - 59%
- Below Average - 40% - 49%
- Fail - Below 40%

### 3.6 Requirement for Assessment in the Registrar's Department

Candidates in the Registrar's Department shall include all Administrative Senior Members in the University irrespective of where they have been posted to. For example an Assistant Registrar posted to the Library shall be governed by the requirements for assessment in the Registrar's Department.

Candidates seeking promotion in the Registrar's Department must satisfy the following conditions:

S/N	Rank	Conditions
4.1	Promotion from Junior Assistant Registrar to Assistant Registrar	<ul style="list-style-type: none"> <li>a) Must have been engaged in the University as a Junior Assistant Registrar for at least two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> <li>c) Will have to go through an interview process.</li> </ul>
4.2	Promotion from Assistant Registrar to Senior Assistant Registrar	<ul style="list-style-type: none"> <li>a) Must have served as an Assistant Registrar in a University for at least four (4) years;</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two external assessors' report on candidate's technical reports/papers, refereed publications will be required. Candidate must submit at least three of such documents.</li> </ul>
4.3	Promotion from Senior Assistant Registrar to Deputy Registrar	<ul style="list-style-type: none"> <li>a) Must have served as Senior Assistant Registrar in a University for at least six (6) years;</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications shall be required. Candidate must submit at least seven of such documents.</li> </ul>
<p>In assessing Promotion of Work, the candidate's papers (written Technical Reports/Memos/Proposals/ Publications, etc) shall provide evidence of any of the following: - Must lead to a change in policy; - Must have impact on management and must advance the cause of policy direction; - Must impact on policy implementation; - Must lead to initiation and/or innovation of a new product or new policy directive.</p>		

### 3.7 Requirement for Assessment in the Directorate of Finance

Candidates seeking promotion in the Finance Directorate must satisfy the following conditions:

S/N	Rank	Conditions
5.1	Assistant Accountant to Accountant	<ul style="list-style-type: none"> <li>a) The candidate must have served as Assistant Accountant in the University for a minimum of two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> <li>c) Must be a Chartered Accountant.</li> <li>d) Must be a member of a recognized professional accounting body.</li> </ul>
5.2	Accountant to Senior Accountant	<ul style="list-style-type: none"> <li>a) The candidate must have served as Accountant in the University for a minimum of four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two assessors' reports on candidate's technical reports/papers, refereed publications, shall be required. Candidate must submit at least three of such documents.</li> <li>d) Must be a Chartered Accountant.</li> <li>e) Must be a member of a recognized professional accounting body.</li> </ul>
5.3	Senior Accountant to Deputy Director of Finance	<ul style="list-style-type: none"> <li>a) Candidates must have served in the University for six (6) years as Senior Accountant.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, shall be required. Candidate must submit at least seven of such documents.</li> <li>d) Must be a Chartered Accountant.</li> </ul>
<p>Written Technical Reports/papers on effective internal accounting controls, risk assessment, accounting procedures and other related issues. The Reports must: a) lead to change in policy; b) impact on policy; c) provide sound financial advice to Management and various University Committees and Units. Memoranda or Reports prepared for management attention to initiate policy changes with respect to achieving objectives of the University shall be required for promotion.</p>		

### 3.8 Requirement for Assessment in the Internal Audit Directorate

Candidates seeking promotion in the Internal Audit Directorate must satisfy the following conditions:

S/N	Rank	Conditions
6.1	Assistant Internal Auditor to Internal Auditor	<ul style="list-style-type: none"> <li>a) The candidate must have served as Assistant Internal Auditor in the University for a Minimum of two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> <li>c) Must be a member of a recognized professional body.</li> </ul>
6.2	Internal Auditor to Senior Internal Auditor	<ul style="list-style-type: none"> <li>a) The candidate must have served as Internal Auditor in the University for a minimum of four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two assessors' reports on candidate's technical reports/papers, refereed publications, shall be required. Candidate must submit at least three of such documents.</li> <li>d) Must be a member of a recognized professional accounting body</li> </ul>
6.3	Senior Internal Auditor to Deputy Director of Internal Audit	<ul style="list-style-type: none"> <li>a) Candidates must have served in the University for six (6) years as Senior Internal Auditor.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports &amp; minutes shall be required. Candidate must submit at least seven of such documents.</li> <li>d) Must be a member of a recognized professional accounting body</li> </ul>
<p>Written Technical Reports/papers on effective internal controls, uncovering internal control weaknesses and evidence of fraud, waste or abuse, risk management plan, and other auditing related issues. The Reports must: a) lead to change in policy; b) impact on policy; c) provide sound advice to Management and various University Committees and Units on internal control procedures. Memoranda or Reports prepared for management attention to initiate policy changes with respect to achieving objectives of the University shall be required for promotion.</p>		

### 3.9 Requirement for Assessment in the Procurement Unit

Candidates seeking promotion in the Procurement Unit must satisfy the following conditions:

S/N	Rank	Conditions
7.1	Assistant Procurement Officer to Procurement Officer	<ul style="list-style-type: none"> <li>a) The candidate must have served as Assistant Procurement Officer in the University for a minimum of two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> <li>c) Must be a member of a recognized professional procurement body.</li> </ul>
7.2	Procurement Officer to Senior Procurement Officer	<ul style="list-style-type: none"> <li>a) The candidate must have served as Procurement Officer in the University for a minimum of four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two assessors' reports on candidate's technical reports/papers, refereed publications, shall be required. Candidate must submit at least three of such documents.</li> <li>d) Must be a member of a recognized professional procurement body.</li> </ul>
7.3	Senior Procurement Officer to Deputy Director of Procurement	<ul style="list-style-type: none"> <li>a) Candidates must have served in the University for six (6) years as Senior Procurement Officer.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports &amp; minutes shall be required. Candidate must submit at least seven of such documents.</li> <li>d) Must be a member of a recognized professional procurement body.</li> </ul>
<p>Written Technical Reports/papers that would help improve upon the procurement system of the University. The Reports must: a) lead to change in policy; b) impact on policy; c) provide sound advice to Management and various University committees and units on compliance with procurement regulations. Memoranda or Reports prepared for management's attention to initiate policy changes with respect to achieving objectives of the University shall be required for promotion.</p>		



#### 4.0 Requirement for Assessment in the Directorate of Works and Physical Development

Candidates seeking promotion in the Directorate of Works and Physical Development must satisfy the following conditions:

S/N	Rank	Conditions
8.1	Assistant Engineer/ Architect/Planner/Surveyor /Land Economist/Estate Officer to Engineer/Architect/Planner /Surveyor/Land Economist	The candidate must have served as <ol style="list-style-type: none"> <li>a) Assistant Engineer/Architect/Planner/Surveyor/Land Economist/Estate Officer in the University for a Minimum of two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> </ol>
8.2	Engineer/Architect/Planner /Surveyor/Land Economist/Estate Officer to Senior Engineer/ Architect/Planner/Surveyor /Land Economist	<ol style="list-style-type: none"> <li>a) The candidate must have served as Engineer/Architect/Planner/Surveyor/Land Economist/Estate Officer in the University for a Minimum of four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two assessors' reports on candidate's technical reports/papers, memoranda, reports on pre-contract and post-contract services shall be required. Candidate must submit at least three of such documents.</li> </ol>
8.3	Senior Engineer/ Architect/Planner/Surveyor /Land Economist/ Estate Officer to Deputy Director Engineer/Architect/Planner /Surveyor/Land Economist/Estate Officer	<ol style="list-style-type: none"> <li>a) Candidates must have served in the University for six (6) years as Senior Engineer/Architect/Planner /Surveyor /Land Economist/ Estate Officer.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, memoranda, reports &amp; minutes pre-contract and post-contract shall be required. Candidate must submit at least seven of such documents.</li> </ol>
<p>In assessing Promotion of Work, the candidate shall be assessed on both Pre-Contract and Post-Contract services.</p> <ol style="list-style-type: none"> <li>i. Pre-Contract Services: a) Advising clients; b) Developing briefs; c) Design-sketch and services, etc; d). Preparation of working drawings; and e). Preparation of Bills of quantities and tender documents.</li> <li>ii. Post-Contract Services:           <ol style="list-style-type: none"> <li>a) Advising contractors; b) Supervising service, projects, etc, and valuation and preparation of certificates; c). Handing over of projects to the client; d). Giving initial guidance on maintenance of projects; and e) Preparation of final accounts on projects.</li> </ol> </li> </ol>		

#### 4.1 Promotions in the Information Services and Technology Directorate

Candidates seeking promotion in the Information Services and Technology Directorate must satisfy the following conditions:

S/N	Rank	Conditions
9.1	Assistant Information Technology Officer /Assistant Systems Analyst or its analogous grade to IT System Administrator/ Systems Analyst/Systems Programmer or its analogous position.	<ul style="list-style-type: none"> <li>a) The candidate must have served as Assistant Information Technology Officer/Assistant Systems Analyst or its analogous grade in the University for a minimum of two (2) years.</li> <li>b) Must attain a minimum of 50% performance mark in all the key areas listed under <b>Quality of Work</b>.</li> </ul>
9.2	Information Technology Officer/IT Systems Administrator /Systems Analyst/Systems Programmer or its analogous position to Senior Systems Analyst/Senior Systems Programmer or its analogous position	<ul style="list-style-type: none"> <li>a) The candidate must have served as Information Technology Officer/ IT Systems Administrator /Systems Analyst/Systems Programmer or its analogous position in the University for a minimum of four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Written at least three programmes of reasonable length or develop projects independently with documentation and user manuals following the relevant standard; Two assessors' reports on the publications will be needed</li> </ul>
9.3		<ul style="list-style-type: none"> <li>a) Candidates must have served in the University for six (6) years as a Senior IT Officer/ Senior Systems Analyst/Senior Systems Programmer.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports &amp; minutes shall be required. Candidate must submit at least seven of such documents. One of the assessors must sit in the interview.</li> <li>d) Written at least seven programmes of reasonable length or develop projects independently with documentation and user manuals following the relevant standard; Two assessors' reports on the publications will be needed.</li> </ul>
<p>Written Reports/Memoranda on ICT related issues. The Reports must: a). lead to change in policy; b) impact on policy implementation c) demonstrate evidence of initiative in effectively</p>		

managing the ICT resources of the University. d) assess the network needs of the University and how to address them as well, e) spell out and design training needs of assigned IT resources users; f) lead to the provision of better services to the University community; g) lead to the adaptation of new techniques for the smooth running of IT resources.  
A complete project should involve analysis, design, programming, documentation and user manual.

#### 4.2 Requirement for Assessment in the University Medical Services (Medical Officers)

Candidates seeking promotion in the University Medical Services must satisfy the following conditions:

S/N	Rank	Conditions
10.1	Medical Officer /Dental Surgeon to Senior Medical Officer/Senior Dental Surgeon	<ul style="list-style-type: none"> <li>a) Served as Medical Officer/Dental Surgeon in the University for at least four years;</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports on improvements in health care delivery shall be required. Candidate must submit at least three of such documents.</li> <li>d) Candidates must have been registered with the Ghana Medical and Dental Council.</li> </ul>
10.2	Promotion from Senior Medical Officer (SMO) /Senior Dental Surgeon to Principal Medical Officer/Medical Consultant	<ul style="list-style-type: none"> <li>a) Served as Senior Medical Officer/Senior Dental Surgeon in the University for at least four years.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports on improvements in health care delivery shall be required. Candidate must submit at least five of such documents.</li> <li>d) Candidates must have been registered with the Ghana Medical and Dental Council.</li> </ul>
10.3	Promotion from Principal Medical Officer/Medical Consultant to Deputy Director of Medical Services	<ul style="list-style-type: none"> <li>a) Served as Principal Medical Officer/Medical Consultant or equivalent grade in the University for at least six (6) years.</li> <li>b) Must attain a minimum of 70% marks in weighting criteria.</li> <li>c) Two external assessors' reports on candidate's technical reports/papers, refereed publications, memoranda, reports on improvements in health care delivery shall be required. Candidate must submit at least seven of such documents. One of the assessors must sit in the interview.</li> <li>d) .Candidates must have been registered with the Ghana Medical and Dental Council</li> </ul>

Written Technical Reports/papers on new trends in Medicine which could lead to:  
a) Better management and care of patients; b) Patient Protection c) Prevention of avoidable diseases; and continuing education/professional development merits. Memoranda or Reports prepared for management’s attention to initiate policy changes with respect to achieving objectives of the University shall be required for promotion.

**4.3 Requirement for Assessment in the University Medical Services (Pharmacist)**

Candidates seeking promotion in the University Medical services must satisfy the following conditions:

S/N	Rank	Conditions
11.1	Promotion from Assistant Pharmacist to Pharmacist	<ul style="list-style-type: none"> <li>a) Must have served as Assistant Pharmacist in the University with a Master’s Degree in Pharmacy for at least two years;</li> <li>b) Must attain a minimum of 50% performance in proven knowledge of work and 50% performance in two other areas.</li> <li>c) Candidates must have been registered with the Pharmacy Council.</li> </ul>
11.2	Promotion from Pharmacist to Senior Pharmacist	<ul style="list-style-type: none"> <li>a) Must have served as Pharmacist in the University for at least four (4) years in addition to at least six (6) years post registration as a pharmacist.</li> <li>b) Must attain a minimum of 60% marks in weighting criteria.</li> <li>c) Two external assessors’ reports on candidate’s technical reports/papers, refereed publications, memoranda, reports on improvements in health care delivery shall be required. Candidate must submit at least five of such documents.</li> <li>d) Candidates must have been registered with the Pharmacy Council.</li> </ul>

Written Technical Reports/papers on new trends in pharmacy which could lead to:  
a) Better management and care of patients; b) Patient Protection c) Prevention of avoidable diseases; and continuing education/professional development merits. Memoranda or Reports prepared for management’s attention to initiate policy changes with respect to achieving objectives of the University shall be required for promotion.

**4.4 Promotion of Senior Members on Study Leave (Non-Teaching)**

A senior member, who submitted his/her application for promotion before proceeding on study leave and was qualified at the time, should be eligible for consideration for promotion while he/she remains on study leave. Effective date would be when the staff returns to post. The outcome of the application would be made known to the applicant when he/she returns.

A senior member who had not applied for promotion before he/she proceeded on study leave, but was qualified while on study leave, may also apply for promotion while on study

leave, but if the application is successful, his/her promotion letter shall not be released to him/her until he/she has completed the course of study and resumed duty in the University.

**4.5 Promotion of Senior Members Due to Retire (Non-Teaching)**

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

**4.6 Appeals Relating to Appointments and Promotions:**

The Appointments and Promotions Board may, on application, review its own decisions affecting appointments or promotions. Appeals shall lie from the Appointments and Promotions Board to the University Council. In considering such appeals, Council may be assisted by an expert appointed by Council.