



ASHESI
UNIVERSITY
COLLEGE

EMPLOYEE HANDBOOK

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1.0 WELCOME MESSAGE FROM EXECUTIVE COMMITTEE

Greetings! Welcome to employment with the Ashesi University College. You have joined one of the top universities in Africa and we are thrilled with your decision. Your employment with the University is a significant factor in our overall success, and we hope you will find your experience challenging and rewarding.

This handbook provides an overview and introduction to the University policies and programs that will shape your employment at Ashesi. Please take some time to familiarize yourself with the resources that will position you for success.

Should you need more detailed information about any of the issues outlined in this handbook, we encourage you to contact the Director of Human Resources or your manager for assistance.

Again, welcome to Ashesi University!

The Executive Committee

2.0 INTRODUCTION

Ashesi University is a coeducational institution whose mission is to educate a new generation of ethical, entrepreneurial leaders in Africa; to cultivate within our students the critical thinking skills, the concern for others and the courage it will take to transform a continent.

The university, which began instruction in March 2002 with a pioneer class of 30 students, has quickly gained a reputation for innovation and quality education in Ghana.

Ashesi is the first university in Ghana to adopt and blend the Liberal Arts method of education with majors in Computer Science, Management Information Systems and Business Administration. The university is an independent, private, not-for-profit institution.

Ashesi was founded by Patrick Awuah, a Ghanaian who spent over 15 years living and working in the United States. Awuah left Ghana in 1985 to attend Swarthmore College on a full scholarship, after which he worked for Microsoft Corporation as an engineer and a program manager for eight years.

Experiencing firsthand the dramatic impact that education can have on one's life, Patrick Awuah embarked on a mission in 1997 to provide greater educational opportunities in Ghana. He enrolled in business school at the University of California at Berkeley's Haas School of Business, both to evaluate the feasibility of his goal and to gain a broader range of managerial skills with which to found and manage a university.

Incorporation

Ashesi University College is incorporated as a company limited by Guarantee in Ghana. It is accredited by the National Accreditation Board and is recognized as a non-governmental organization by the Department of Social Welfare.

Ashesi University College is sponsored by Ashesi University Foundation, a non-profit, publicly supported US corporation based in Seattle, Washington. The Foundation's efforts are led by an experienced Board of Trustees and Advisory Board composed of academic and industry representatives from the US and Ghana who share a vision of establishing an institution that will train Africa's future leaders.

3.0 APPLICATION OF HANDBOOK

This handbook is intended to provide a broad outlook of human resource policies and procedures of Ashesi University College. These terms and conditions of employment herein contained are contractual and binding on **all employees** of this University. Where there are exclusions or further details can be found in other documents, the appropriate references shall be made.

The Human Resources Manager, subsequently referred to in this document as HRM, develops, reviews and administers the policies and procedures in consultation with the Executive Committee.

However, in difficult situations of interpretation or implementation the Executive Team has ultimate responsibility.

The handbook will be reviewed periodically by Ashesi University. Any revisions to this handbook shall be endorsed by the Executive Committee and signed by the President.

Should you need further information or assistance regarding this handbook or your employment, please contact your Head of Department (HOD) or the Human Resources Manager.

4.0 RECRUITMENT

Ashesi aims to successfully attract and retain employees with the appropriate level of skills, qualifications and personal qualities to meet the strategic mission of the university. To ensure a consistent approach of implementing this, all recruitments shall be guided by the following principles.

4.1 Recruitment Procedures

A Hiring Request Form which will clearly state the job specifications and personal qualifications for the position must be completed by the Head of Department (HOD), reviewed by the HRM before it is forwarded to the President for final approval for the hiring process to commence.

Ashesi shall employ the following general methods in recruiting staff members:

- advertisements in newspapers
- use of professional recruitment agencies
- recommendations or contacts from other organisations
- references by current or previous employees
- direct applications by applicants
- other means that the University deems necessary

Ashesi shall consider internal applications in all its recruitment efforts. In filling vacant positions serving members of staff with requisite qualifications and experience shall be encouraged to apply and will be given full consideration alongside other applicants.

Recruitment will be done with the objective of efficiency and cost- effectiveness in accordance with the university's remuneration policy.

4.2 Interview Panel

All shortlisted applicants shall undergo an interview process. For Executive, Faculty, Senior Administrator or any other position deemed necessary, the President shall chair a selection panel comprising of the Head of Department, other staff member(s) whose work or expertise is relevant to the position being filled and the Human Resource Manager.

For Support Staff, the Human Resource Manager together with the Head of Department and other staff member(s) whose work or expertise is relevant to the position being filled shall interview the applicants.

The panel shall as it deems appropriate use written tests, presentations, practical assignments, etc as a means of assessing the suitability of candidates for any position.

The panel shall then compile and forward its recommendation(s) to the President through the Human Resource Manager for final approval. For Executive, Faculty and Senior Administrator positions, the Executive Committee shall review the recommendations before the approval of the President.

4.3 References

In all cases of new employment, letters of reference shall be obtained from at least two referees, including the most recent employer before a formal contract is signed.

4.4 Medical Examination

As much as practicable, all selected employees shall undergo a thorough medical examination at a hospital/clinic designated by the University to determine their fitness for employment before a formal contract is presented for signing. Confirmation of appointments for new employees shall be made subject to medical fitness.

4.5 Contracts

Once the right candidate has been identified and references and medical reports received, an offer of employment shall be made to the selected candidate. This offer must be accompanied by a Job Description.

4.6 Job Description

A job description is provided to each staff member upon employment. Job descriptions may be revised at anytime at the discretion of the University based on the needs and requirements of the position. The staff member shall be notified of the amendments, and if necessary, further training may be organised to enable the staff member adequately discharge the duties.

4.7 Employment of Relatives

No applicant will be disqualified from employment solely on the grounds that he is related to an employee(s) of the University. However, the applicant must make a full disclosure of the identity and relationship with the employee(s).

4.8 Rehiring of Personnel

Former employees who left the University in good standing may apply to be re-hired for any open positions. You must complete a new application form and successfully proceed through the normal application and assessment processes.

4.9 Employee Records

To enable management to formulate appropriate human resource policies the University shall have current and comprehensive records on every employee. Each staff shall complete a Standard Employee Biodata Form.

These records shall form the basis of Human Resource Information System of the University. The Human Resource Department will manage employee records. The records shall remain the property of the University and are strictly confidential.

The records that shall be kept on each employee's folder will include, but not limited to, contract of employment, reference reports, passport picture, performance management reports, etc. Employees shall provide to the Human Resource Department any changes in information with supporting document (where required) about their personal details such as:

- Change in name
- Change in marital status
- Additional academic/professional qualification
- Next-of-kin

4.10 Access to Information

Employees have a right to access information held in their folders and kept in the Human Resource Department. A request for such information shall be in writing and addressed to the HRM stating the reasons for such request. Requests will also be kept in the employee's records.

5.0 EMPLOYMENT POLICIES

5.1 Employment Contract

Your employment at the University is subject to the terms and conditions stated in this handbook and the employment contract signed by you upon acceptance of your offer of employment. If a conflict exists between the terms outlined in the Employee Handbook and your employment contract, all conditions and terms outlined in your employment contract supersede any conditions stated in the Employee Handbook.

5.2 Employment Categories

Your employment category is determined by the number of hours you are scheduled to work and the duration of your position. The principal employee categories are:

- **Full-time:** If your position is one that the University anticipates will exist longer than one year and if you are scheduled to work at least 30 hours per week, you are considered a full-time employee and eligible for full University benefits.
- **Part-time:** If your position is one that the University anticipates will exist for one year or less or if you are scheduled to work less than 30 hours per week you are considered a part-time employee. Part-time employees are eligible for those paid allowances and benefits stipulated in their employment contract. If you are a part-time employee, please refer to your employment contract.
- **Temporary:** A job is considered temporary if the position is expected to continue for less than one (1) year. An employee in this position is a temporary employee and is not eligible for paid allowances (e.g., University holidays, vacation, or sick leave) and is not eligible for participation in the University's benefits, including but not limited to medical benefits, FMLA and Funeral Benefits.

5.3 Job Grade Classifications

The University assigns positions to five job grade classifications—Faculty, Executive, Senior Administrator, Administrator and Support Staff. Your pay is determined primarily by the job classification assigned to your position as well as your overall and specific job performance as assessed by the University. If you meet all of the minimum training, work experience, and education requirements of the position at the time you are hired, you are eligible to receive at least the minimum of the salary range for that position for which you are hired.

If you have training and experience that exceed the minimum requirements and the hiring department has the available budget, you may, at the sole discretion of the Executive Committee, receive a starting salary above the minimum of the pay grade.

5.4 Probationary Period

During the stipulated probation period, your manager will explain your department's procedures and your specific duties. Your performance will be closely evaluated by your manager to ensure that you know and meet expected standards.

The probationary period for each faculty member is governed by the terms outlined in his/her employment contract.

All non-faculty employees shall undergo a probationary period of 3 months. After 3 months you will be automatically confirmed or you will receive written notification stating otherwise. Where there is any doubt as to the employee's suitability, the University may extend the probationary period for a further period of 3 months.

While on probation, employees are not entitled to any University benefits. During the period of probation, an employee's service may be terminated without cause.

5.5 Loss of Qualification

If at any time in the course of employment, the employee ceases to be qualified for the position or it is discovered that the employee has never been qualified for the position, the employee may be dismissed without prior notice and without any compensation. In the case where the employee ceases to be qualified, the circumstances causing the loss of qualification will determine whether notice or compensation is required.

6.0 WORKING HOURS

6.1 Official Working Hours

Working hours for faculty members will vary depending on the number of classes being taught each semester and other responsibilities. All faculty members should refer to their employment contract and semester class schedule to determine work hours per week.

Non-faculty employee normal hours of work shall be from 8:00am to 5:00pm, with one hour for lunch, every day except Saturdays and Sundays and Statutory Public Holidays. Some employees may be required to work after 5:00pm or on weekends when necessary as determined by their manager.

6.2 Absence from Office

Employees must inform their HOD of their movements outside the office during official working hours.

6.3 Unplanned Absence

An employee, who is unable to report for work for whatever reason, shall immediately inform his/her HOD and/or the HRM by telephone or any other means of communication available before his scheduled time of duty so that if necessary alternative arrangements could be made.

If the absence is expected to extend beyond a day, it shall be deducted from the employee's annual leave entitlement or the day(s) of absence shall be deducted from his salary for the month unless such day(s) of absence is prior approved by his manager or is duly covered by a Medical Excuse Duty.

Prolonged absence from work without reasonable excuse shall be viewed as a major disciplinary matter. Absences from the office for more than two consecutive weeks without permission shall be deemed as gross misconduct and the appropriate disciplinary action shall be taken by the University.

7.0 EMPLOYEE BENEFITS

Ashesi's staff benefits are for only its full-time employees. These benefits are as follows:

7.1 University Tuition Discount

Employees who have worked at the University for at least one year will receive a 90% discount for up to three children/wards that gain admission to the University. The discount will cease immediately if an employee's contract is terminated or if an employee resigns from the University.

7.2 Staff Training and Development

Subject to the availability of department funds, and the approval of the Executive Committee, an employee may be recommended for further training by the immediate manager.

The Annual Training and Development Plan which is developed from the Performance Management System, input from the Executive Team and other needs of the University shall also serve as a basis for recommending training programmes for employees.

In all instances, the criteria for training shall be to:

- meet the needs of the university
- enhance employee competence on assigned task
- develop employee capacity for future roles and assignments
- other benefits as deemed necessary for the university and the employee

An employee who attends a training programme upon return must complete a Training Report Form clearly stating the benefits derived from the programme, how the knowledge gained will be applied to their work and how they intend sharing the knowledge with their other colleagues.

7.3 Subsidized Meal

Whilst on duty, employees are entitled to eat one meal from any of the canteens operating on campus at a subsidized rate. The University shall bear the remaining cost of the meal.

7.4 Medical Benefits

Employees are covered under Ashesi's comprehensive medical plan. This includes coverage for one spouse and up to three legal dependents. Details and extent of coverage can be found from the School's Clinic.

7.5 Social Security Contribution

As required by law, an employee must register with the Social Security and National Insurance Trust (SSNIT). Deductions from the employee's salary and the contribution by the University will be made as prescribed by law and paid to SSNIT each month by the University.

7.6 Pension Plans

The University shall have an additional pension plan to supplement the SSNIT pension scheme. This shall be a contributory scheme in which an employee shall contribute a percentage of his/her salary and the University shall match employee contributions, up to a maximum of five (5) percent.

The amount so contributed shall be invested and managed by a Fund Manager(s) appointed by the University. There shall be rules and regulations governing the management of the funds.

7.7 HIV/AIDS Assistance

The University supports national and global initiatives to reduce the spread of HIV/AIDS and to improve awareness. Information is provided to all employees on HIV/AIDS, including testing and preventive measures. In addition, the university is committed to providing a non-discriminatory work environment for employees who have HIV/AIDS.

7.8 Official Business Travel

Employees engaged on assignments outside their normal work station are entitled to an allowance to cover the cost of food, accommodation and other necessary items. Such allowance shall be determined and approved by your manager.

Employees are expected to account for the monies given to them with relevant receipts to retire an advance taken for the journey within one (1) week on return from the trip.

Failure to account for advances taken within the stipulated time will result in the deduction of such amount from the salary of the employee. The final expenditure is to be approved by the HOD, Finance Manager and the President or Registrar.

7.9 Funeral Benefits

In the event of the death of a full-time employee, a funeral grant is paid to the person designated on the Ashesi Emergency Data form. Where no form has been completed, the funeral grant will be paid to the surviving spouse and/or dependent children of the employee. This amount is equivalent to two months gross salary. The University will also contribute GH¢100 towards funeral expenses.

8.0 SALARY / ALLOWANCES

8.1 Introduction

Our salary policy is to recognise the value of each position to the University, and to pay within the salary range applicable to the job as per the salary scale. In determining an individual's salary on appointment, or at subsequent reviews, no differentiation will be made on the basis of gender, race, sex, age, etc, of the individual.

8.2 Payment of Salary

Salaries shall be paid on monthly basis or as determined by the University at any point in time. Salary payments shall be made by direct bank transfer to employee's account at all times.

It is the responsibility of an employee to check that the correct salary has been paid. Ashesi reserves the right to reclaim any overpayments made to an employee.

8.3 Employee Emergency Loan

Full-time employees, who have worked at the University for at least nine months, including the probationary period, are eligible for an emergency loan, contingent on availability of funds. The University may provide assistance for an emergency that meets the following criteria for the employee:

- School fees of a child or ward
- Funeral costs
- Rent payment for home or apartment
- Medical fees of the employee or of an immediate family member

To apply for this loan, you must complete an Emergency Loan Form and include proof of the expense. Employees can borrow up to 25% of their gross annual salary. The loan will be payable over no more than 12 consecutive months with monthly payments automatically deducted from the employee's monthly salary. Interest charged on the loan will be determined at the beginning of each fiscal year but is subject to change.

Funds will be disbursed in the form of a cheque issued in the name of the payee or debtor. Employees are eligible for only one loan at a time. Approval of the loan is subject to available funds of the University. Loans to members of the Executive Committee must be approved by the Ashesi Board of Directors.

8.4 Salary Increases

Faculty members should refer to the Faculty Policy Manual for information on new appointments and salary increases.

Non-faculty employees will have their performance measured annually and salary increases determined based on the performance review and the financial resources of the University. Employees are not guaranteed to receive an annual salary increase.

8.5 Salary Confidentiality

The details of your compensation package as stated in your employment contract are personal and confidential. Please refrain from discussing the details of your employment contract with others.

9.0 LEAVE

9.1 Annual Leave

Faculty members cannot schedule days off during the academic year on days classes and office hours are scheduled except for extenuating and emergency situations. Faculty members must give notice as far in advance as possible in the event they need to take time-off due to illness or other extenuating circumstances.

All full-time non-faculty employees who have completed probation are eligible for the maximum number of vacation days indicated in their employment contract. After the first three (3) consecutive years of employment, you are eligible to receive an additional 5 days of vacation per year.

Vacation days must be approved by each employee's manager at least 2 weeks in advance. A request for more than 5 consecutive vacation days must be approved at least 4 weeks in advance. Employees may roll over a maximum of 5 unused vacation days to the following year and these days must be used in that year. However, the University reserves the right to waive this conditionality.

9.2 Bereavement Leave

In the event of the death of certain members of your family, and upon request, the University, at its sole discretion, may grant paid and/or unpaid time-off). This paid time-off will not to be deducted from your allotment of vacation days.

In the event of the death of your parent or foster parent, sister, brother, spouse, child, step-child, ward, father-in-law, mother-in-law, step-parent, grandparent, grandchild employees are allowed three (3) consecutive days of leave immediately following the death, if requested. You will be paid only for those days that fall on your regularly scheduled work days.

You may request approval for additional time-off to be charged against your accrued vacation. If no accrued vacation or personal time is available for requested additional time-off, your department manager may grant leave without pay.

9.3 Sick Leave

A full-time employee is entitled to ten (10) paid sick days per year, prorated based on the date of employment. Employees should inform their HOD/and or the HRM as soon as possible before their scheduled work time if they are unable to show up for work for reasons of ill-health.

The employee must provide a medically certified doctor's note from any of our designated hospitals or clinics for any day(s) of sick leave days. Sick days cannot be accrued or carried over to the next year.

The University reserves the right to cross-check the source and genuineness of any such report submitted and can also refer it to its appointed medical doctor for further checks. Prolonged sick leave shall be examined under the Family and Medical Leave of Absence (FMLA).

9.4 Maternity and Paternity Leave

Full-time female employees are entitled to twelve weeks maternity leave with full pay, normally commencing no earlier than two weeks prior to the anticipated date of delivery.

Nursing mothers are entitled to reduced working hours consisting of two hours off at the beginning or end of the working day, to be approved by the Executive Committee until the child is twelve months old.

Male employees are entitled to up to four weeks paternity leave with full pay normally commencing immediately after the spouse delivers. The University recognizes one spouse per employee.

9.5 Family and Medical Leave of Absence (FMLA)

Upon formal request, the University may approve a full-time employee for leave under (FMLA). If you have been employed at the University for at least twelve (12) months and have worked at least 35 weeks during the previous twelve (12) month period, you are eligible for FMLA leave. Under FMLA, your salary (or some fraction thereof) will continue to be paid to you through an emergency fund for an approved number of days during your absence from work.

You may request FMLA leave for any of the following reasons:

- birth of your child and to care for the child within one year of birth;
- a child's placement with you for adoption or foster care within one year of placement or adoption;
- to care for one spouse, child or parent (but not parent-in-law), who has a serious health condition; or
- your own serious health condition which makes you unable to perform your job function and requires you to be hospitalized under the care of a doctor.

Requests for FMLA leave must be submitted in writing to your manager. If the leave is being requested as a result of the employee's own serious health condition, the employee is required to provide the department manager with a report from a registered medical practitioner acceptable to the University indicating that the employee is unfit for work and stating the number of days the employee will be absent from work. Approval for FMLA request is subject to availability of funds and is not guaranteed. The Executive Committee will be responsible for determining how much funding is available at any given time. The Executive Committee's decision will be based on recommendations from the Finance Committee.

9.6 Study / Examination Leave

Owing to the keen interest Ashesi University attaches to staff training and development, an employee who has served for at least one year may apply in writing for leave for training, study or examinations. However, since each training programme is different in terms of the time needed, the approval for the requested period of absence will be decided on a case-by-case basis by the HOD with the approval of the HRM and the Executive Committee.

Considerations for the approval shall be based on the operational needs of the department and the University only if the employee has exhausted all his/her annual leave entitlement.

The period so requested and approved shall be treated as unpaid leave.

9.7 Statutory Public Holidays

The University observes the following holidays and any other public holiday declared by the Government of Ghana: January 1, March 6, May 1, Good Friday, Easter Monday, May 25, Eid ul fitr, Eid ul Adha, Farmer's Day, July 1, December 25 & 26.

10.0 PERFORMANCE MANAGEMENT

10.1 Introduction

Ashesi's performance management system is linked to its overall strategic direction and /or plans. Various departments /units shall derive their annual goals and objectives from the overall strategic plans of the school and cascade them downwards so that each individual employee also has a set of goals/objectives which are compatible with those of the organization.

In this context, our performance management system shall be an interplay of how each individual employee's performance helps us to achieve our corporate goals and objectives whilst also developing their own individual capability and ability to perform optimally in their current and future jobs. It is simple known as "Management by Objectives".

The whole performance management system shall be a bi-annual activity and is applicable to all employees who have completed their three months probation period. Inherently it shall be a continuous and an on-going process and will be carried out throughout the year because of our desire to:

- Keep employees informed as to how they are performing
- Identify and make an effort to correct any identified problems
- Commend good work
- Adjust any work procedures or objectives when tasks or departmental objectives change
- Document employee performance or otherwise before the formal performance appraisal stage

We believe that performance management is a shared responsibility and that all stakeholders must endeavour to clearly understand it and participate actively in it.

The purpose of this policy is to provide a step-by-step guide to its application to enable all stakeholders understand and participate effectively in the process.

The objectives of our performance management system are to:

- Achieve the university's strategic goals and objectives
- Recognize high performers, retain and develop them for future assignments
- Reward high performers
- Identify training needs of employees
- Develop strategies to close the skills gap
- Document employee performance for management decision making, including but not limited to promotion, re-assignment, termination, etc
- Assist low performing staff to improve on their performance

10.2 The Stages

There shall basically be three stages in the process. These are:

- Goal / Objective Setting
- Performance Appraisal
- Employee Development Planning

The stages are cyclical, meaning that each stage is dependent on the other and the results of one serves as feedback to the other processes. The stages are explained below:

10.2.1 Goal / Objective Setting

This is the stage where the employee and Supervisor / Manager / Head of Department meet to discuss the expectations, targets, quantity, quality, cost or timeliness and all the issues that need to be achieved during the review period. A Goal / objective Setting Form shall be completed and copies made available for each party and the employee's file at the Human Resources Department.

The goals/objectives should be largely derived from the University's strategic goals/objectives for the year which must also be manifested in each department's goals/objectives for the year.

Employee and Supervisor / Manager / Head of Department set deadlines and the deliverables expected in the form of Key Performance Indicators (KPI's).

Both parties append their signature to this document which expresses their consent and commitment to the job that needs to be done and the expectations thereof.

Copies are then made available to the employee, Supervisor/Manager/Head of Department and employee's file at the Human Resources Department.

10.2.2 Performance Appraisal

This is essentially the formal process of reviewing an employee's performance and skills level based on the goals / objectives and other targets set at the first stage (Goal / Objective Setting). The objective is to find out how well the individual staff performed against the set targets. The form is also a good tool for the employees to self-evaluate themselves and to see how well they performed.

Supervisors/Managers/Heads of Department are required to have an appraisal meeting with each of their employees to discuss and review their performance during the review period. The discussion must be held in an open and transparent manner.

The **Performance Appraisal Form** must be completed and duly signed by both parties accordingly. Copies shall be made for each party's reference and the original forwarded to the Human Resource Department for further processing and the employee's file.

10.2.3 Employee Development Planning

The employee development planning phase is derived from the Performance Appraisal Form. This stage specifies the course of action that needs to be taken to improve performance. The objective of the development plan is to encourage continuous learning, performance improvement and personal growth for each employee.

The plan will clearly set out amongst other requirements specific issues that needs to be addressed, what resources and support are needed and the time frame for achieving the intended plans. The development plan shall form the basis for Ashesi's Training and Development Plan / Budget for the year.

10.3 Ratings and Classification

The Performance Management System shall use clearly defined rating scales, both qualitative and quantitative, which will help us categorize employees into the following groups based on the overall marks they obtain:

- Exceptionally Performing Employee (EE) - 80 to 100
- Acceptably Performing Employee (AE) - 50 to 79
- Unacceptably Performing Employee (UE) - 0 - 49

This categorization shall be used as a basis for executive decision making in terms of compensation and incentive packages, employee development and termination decisions.

An employee who falls into the Unacceptably Performing Employee categorization shall be placed on a Performance Improvement Plan (PIP) in order for him/her to improve on his performance.

An employee who falls into the UE category for two (2) consecutive review periods, or three (3) total review periods, shall have his/her appointment terminated.

10.4 The Appeal Process

If in any case an employee disagrees with his/her Supervisor/Manager/Heads of Department over aspects of the management of his performance and they cannot reconcile their disagreement, the employee could appeal to the Human Resource Manager for a resolution. That failing, the employee can petition the President of the University as a last resort for an amicable solution. The decision of the President shall be final.

Performance Management System for Faculty members will be slightly different from the above. Please refer to the Faculty Policy Manual for details of the policy.

11.0 PROMOTION

11.1 Introduction

Ashesi believes that promoting from within is good business practice and serves as motivation for employees to continuously strive to achieve individual and corporate excellence. Promotion also generates loyalty through the recognition of individual merit and improved morale by fulfilling employees' need for increased status and responsibility. For the University, it is a means of identifying and grooming talent not only for current needs but for improved corporate performance in the future.

Promotion is an upward movement of an employee from one level to a higher level and this comes with change in level of responsibilities, job title and salary.

However, in as much as Ashesi recognizes the above benefits of promotion, it shall solely be tied to performance and shall be merit-based with recourse to the following conditions:

- Availability of a vacant position at a higher level

- Availability of funds to effect such changes
- Demonstrated exceptional performance of an employee in his current job as documented by the Performance Management System of the University during the most recent performance review period
- Demonstrated capability of taking on additional responsibilities at a higher level
- Successful completion of at least 1 year of service

11.2 Procedures

In all instances of promotion, the following procedures must be respected and complied with:

- The Head of Department must submit to the Human Resources Manager a confidential report on the employee recommended for promotion clearly stating the reasons for the promotion, proposed new role and responsibilities (Job Description) and the effective date of the promotion. All proposed new job titles must be in line with the organizational structure and job titles of Ashesi University
- Copies of the employee's most recent Performance Review Forms must be attached to the above request
- The President shall chair a selection panel comprising of the Head of Department (Hiring Manager), at least two (2) other Executive Members, one (1) other staff member whose work or expertise is relevant to the position being filled and the Human Resource Manager
- The panel shall as it deems appropriate use written tests, presentations, practical assignments, etc as a means of assessing the suitability of the recommended employee for the position
- The Executive Committee shall review the recommendations of the panel and having satisfied itself and endorsed it, pass it on to the President for final approval
- The employee shall be informed in writing by the Human Resource Manager stating the new position, salary, changes in conditions of service, effective date of new position. Also to be attached is the new Job Description
- The promoted employee shall be taken through an orientation programme organised by the Human Resources Department and his Head of Department to clearly understand his new role in order to perform effectively
- The performance of the employee shall be monitored and reviewed continuously to ensure that he does not fail in the new position

For that of Faculty, please refer to Faculty Handbook.

12.0 DISCIPLINARY CODE AND PROCEDURE

12.1 Disciplinary Code

The University's disciplinary code is designed to help and encourage employees to achieve and maintain standards of performance, conduct and attitudes and job performance. The application of these rules shall be governed by the key principles of fairness and consistency.

Any disciplinary action taken by the University towards an employee shall be without prejudice to any other action such as prosecution under the laws of the country.

Infractions of the company rules are grouped into minor and major offences and the applicable decisions shall be per the Executive Committee's approval.

Please note that, the examples as provided below are not exhaustive and conclusive and could be amended or reviewed depending on the circumstances.

12.2 Disciplinary Procedures

If, at any time during the course of employment, an employee displays incompetence or behavior which falls short of the standards acceptable for the position or for any reason ceases to be qualified to hold the position for which employed, disciplinary measures may be taken against the employee as provided below.

12.2.1 Disciplinary Process

Verbal Warning

If the employee's behavior or performance is unsatisfactory but falls short of misconduct as defined herein, the employee will first receive an oral warning by the manager. The oral warning must be documented by the employee's manager. Allowance may be made for reasonable explanations and at the discretion of the manager; the employee shall be given a reasonable opportunity to improve.

Written Warning

An employee who has previously been given a verbal warning and commits another offence will be given a written warning. The warning will be filed in the employee's personnel records.

For each disciplinary charge, the employee will be given the opportunity to offer an explanation. Multiple incidents of unsatisfactory behavior may result in the employee's employment being terminated.

12.3 Minor Offences

These are offences which are less serious in nature. However, the frequency of its occurrence shall also be a factor. A minor offence that is committed repeatedly could result in serious sanctions because of its frequency.

Examples are:

- Lateness to work
- Improper dressing
- Misuse of university property
- Misuse university telephones for personal calls

12.4 Major Offence

These are infractions that are of a serious nature and could result in summary dismissal or termination of appointment.

Examples are:

- Stealing or engaging in acts of fraud or dishonesty
- Proven incompetence on assigned task
- Misuse of company's property in the lawful custody, care, control of an employee
- Negligence of duty that leads to loss of property, resources or revenue to the institution
- Insubordination to a Superior Officer
- Any harassment, including sexual harassment or any other conduct including either verbal or physical aggression towards a fellow employee, student, or any person that brings the name of the University into disrepute

- Absence from work for two consecutive weeks without permission from Head of Department
- Consumption of alcohol whilst on duty
- Keeping, peddling or use of illicit drugs on University's premises
- Conviction and/or imprisonment by a court of competent jurisdiction for an offence
- Unauthorized disclosure of any business sensitive information or confidential company information to the media, a competitor or any third party
- Any other lawful causes for summary dismissal, as may be specified under Ghana's employment codes/Labour Act 2003 (Act 651).

12.5 Board of Enquiry

Where an employee is alleged to have committed a major offence, he/she will be investigated by a Board of Enquiry (BOE) duly constituted by the Executive Committee. The BOE shall be made up of:

- HRM
- Supervisor / HOD of the employee
- At least one member of the Executive Committee
- Any other employee deemed fit to help investigate the issue

The BOE shall gather and examine all the necessary information that it considers necessary to its work. It shall have the right to invite persons (both internal and external, if necessary) to offer information in the handling of the issue.

The BOE shall submit a detail report stating its findings and recommendations to the Executive Committee through the President.

12.6 Interdiction

An employee who is being investigated by a BOE may be interdicted at any stage of the Disciplinary Procedure or at any time that is considered appropriate by management. Interdiction is to facilitate unhindered investigation and shall not be considered as disciplinary action.

Such an employee will not receive pay for any period of unauthorized absence or if he fails to attend any investigative interview or disciplinary hearing following the interdiction.

An interdicted employee shall continue to be subject to all company rules, regulations, and such orders as the company may from time to time issue.

If an employee is exonerated from the offence charged, he shall be reinstated and paid all his outstanding salaries.

12.7 Appeal

If an employee considers that the disciplinary action taken against him/her is unreasonable he/she may appeal in writing within five (5) working days upon receipt of the disciplinary letter. The employee shall clearly state the reasons for his appeal to the Human Resource Manager.

The appeal hearing will be arranged as soon as practicable and the employee may decide to come with a chosen witness to act as an observer and assist as appropriate.

The result of the Appeal will be notified to the employee in writing, as soon as practicable.

THIS DECISION WILL BE FINAL.

13.0 GRIEVANCE PROCEDURE

13.1 Introduction

It is the University's policy to encourage timely, candid and appropriate communication among members of staff at all levels. The University will support processes and procedures to promote timely and amicable settlement of employees' grievances within their respective department units.

13.2 Stages

Whenever an employee is aggrieved, the following procedure will apply:

13.2.1 Step I

The aggrieved employee should communicate the grievance orally to the immediate manager. The manager will be expected to respond within two (2) full working days from the day the grievance was made known.

13.2.2 Step II

If the aggrieved employee is not satisfied with the way the matter was handled, the employee may bring the grievance to the Director of Human Resources. The HR Director may be able to help answer questions or help facilitate an informal resolution of the employee's concern.

13.2.3 Step III

If the employee is still not satisfied; a formal review may be requested by completing a Grievance Form and returning it to the Director of Human Resources. The form asks you to describe why you think the action taken by your manager is inappropriate, why it should be modified or overturned, and the resolution you are seeking. Your manager, the Director of Human Resources and the Executive Committee will receive a copy of the form as notification that a request for review has been filed.

Within five working days of receiving the Grievance Form a hearing will be arranged between you and the Employee Grievance Review Panel which consists of the Director of Human Resources and at least two members of the Executive Committee. At the hearing, you will have the opportunity to explain to the panel why you believe the action taken by your manager is incorrect and why it should be modified or overturned. Your manager will also have the opportunity to explain why the action was taken and why the decision should be upheld. Both parties may present a list of witnesses who have first-hand knowledge about the events giving rise to the action and who may support your case. The panel can decide whether it must interview a proposed witness.

Within three days following the completion of its hearing(s), the panel will provide a decision to the employee with a copy to his manager and your manager. Decisions rendered by the Grievance Review Panel are final. **UNDER NO CIRCUMSTANCE MUST THIS PROCEDURE BE ABUSED. IF GRIEVANCES ARE FOUND TO BE FALSE AND UNJUSTIFIED, SUCH A FINDING WILL REFLECT UNFAVOURABLY ON THE EMPLOYEE.**

14.0 HEALTH AND SAFETY

The University will to its best ability provide a safe and healthy working environment for its employees, and will provide the necessary level of information, training, and instruction in safety procedures to achieve this.

Employees have a responsibility to take reasonable care both of their own health and safety and that of those around them, and to comply fully with the University's safety procedures.

Smoking is not allowed on any premises of Ashesi University. In case of any health related issue please contact the School Nurse.

15.0 CODE OF CONDUCT

15.1 Introduction

The University prides itself on its high standards and ethical behavior. Our employees are therefore expected to personify these ideals in their dealings with persons both within and without the University.

The code of conduct is intended to provide guidelines for the professional, ethical, legal and socially responsible behaviour expected of Ashesi employees.

15.2 Official Business Language

English is the official business language of the University. Every employee must have working (spoken and written) knowledge of the English language. Knowledge of other international languages such as French is encouraged. However, the university discourages the use of "Pidgin English" amongst employees, as this sets a bad example for students whose English language skills we seek to improve.

15.3 Confidentiality

Disclosure of any information on the University, its services, policies and procedures, and any other information considered confidential to unauthorized persons within and outside of Ashesi University without the explicit approval of the Executive Committee is prohibited.

Also, present and former employees should respect the issue of confidentiality such that even if they may wish to write an article or book on their experience whilst working with Ashesi University, they should notify the Executive Committee and as much as possible make an effort to protect the real identities of colleagues at Ashesi.

15.4 Official Communication

All enquiries by third parties (example, the media) bordering on any happenings in the university must be referred to the President or any person he/she delegates. Under no circumstance should any other employee communicate to other third parties on happenings / issues in the university without the express approval of the President.

15.5 Dress Code

The way you look reflects on who you are as an individual and also clearly serves as a pointer to the organizational culture of your workplace. Your dress code affects how others view you. It's nothing personal, just business. Dressing for success means business, not pleasure.

Underlisted are some simple guidelines on how employees are encouraged to dress to the workplace:

15.5.1 Ladies

Some professional women commit fashion faux pas, and their poor judgment can affect their professional effectiveness. Here are some guidelines to consider when you choose your work attire:

- Wear a clean and well-ironed attire
- Dress professionally. Business Casual (Smart Casual) is a good rule of thumb. You may dress a little more casually on Fridays
- Do not dress in a sexually provocative way
- Do not reveal too much cleavage
- Do not wear a micro-mini skirt or slit skirts that reveal sensitive parts of your body
- Make sure your clothes are well lined to prevent revealing sensitive parts of your body
- Avoid wearing too much jewellery. A watch, a ring, earrings, and a necklace, for example, are enough
- Avoid piercings and tattoos in visible places
- Avoid extreme and wild hair styles, loud lipsticks, loud nail varnish, etc.
- Wear elegant but appropriate shoes. Do not wear flip-flops
- Have clean teeth and fresh breath
- Prevent body odour

15.5.2 Gentlemen

Some professional men commit fashion faux pas, and their poor judgment can affect their professional effectiveness. Here are some guidelines to consider when you choose your work attire:

- Always have clean and well ironed clothes
- Dress professionally. Business Casual (Smart Casual) is a good rule of thumb. You may dress a little more casually on Fridays.
- Do not wear baggy trousers or over sized shirts to the workplace
- Be clean shaven or maintain well trimmed beard and moustache
- Avoid extreme and wild hair cuts
- Avoid strong after shave as this can irritate colleagues with allergies
- Have clean teeth and fresh breath
- Prevent body odour
- Avoid striking jewellery. A watch and ring are enough.
- Wear appropriate shoes. Do not wear flip-flops
- It is generally a good idea to wear a singlet or T-shirt underneath your shirt to absorb perspiration
- Avoid piercings and tattoos in visible places

15.6 Conflict of Interest

Outside employment carried out by a full-time employee of Ashesi University College which could inhibit the employee's ability to carry out his/her duties is prohibited. All such outside work should be discussed in advance with the Executive Committee.

Where a staff member or his/her family holds a financial interest in a company conducting business with Ashesi University College this information must be disclosed. Similarly, where a favour or gift of substantial

value has been accepted by an employee and where this might be seen as attempt to influence the employee in the conduct of business of Ashesi, disclosure must be made to the Executive Committee.

The President has the final authority to approve or disapprove an issue of such nature and shall communicate his decision in writing to the employee concerned.

15.7 Use of Computers, Email and Internet

The computers and corporate email addresses assigned to employees shall be used for only official purposes. It should not be used to engage in personal businesses, forward chain messages, or forward messages that are of a sexual nature or obscene in character.

Contact the IT Department for a copy of the acceptable standards in ICT usage.

15.8 Interpersonal Relationships

We encourage employees to have a very cordial and professional relationship with their colleagues, faculty, students and all stakeholders of the Ashesi Community.

Amorous and sexual relationships are not acceptable between employees and students.

15.9 Involvement in Politics

Ashesi University is a not-for-profit educational institution and has no affiliation to any political party and shall not be involved or perceived to be involved in national politics. Employees are forbidden to make public statements that imply any partisan or political leanings by the university. Employees are however encouraged to exercise their civic rights and responsibilities as citizens in accordance with the laws of the country.

An employee seeking to run for public office or seeking political appointment must disclose such intention in writing to the Executive Committee through the Human Resources Manager for a decision to be taken on the status of their continuous employment with the institution.

The decision so taken shall be communicated to the employee through the Human Resources Manager.

15.10 Selling and Canvassing for Sales

It is strictly prohibited for employees to sell or canvass for sales for any product or services on the University's premises or using the university's facilities to sell or canvass for sales.

The Executive Committee must give its approval before anyone can sell any product or service on the campus or use the institution's facilities to canvass for such sales.

15.11 Giving and Receiving of Gifts and Bribes

The school does not condone the giving or receiving of bribes, kickbacks and any other form of payments, transfers or solicitation of gifts in cash or in kind. Any employee found to be engaged in this act shall be sanctioned accordingly.

16.0 COMPLIANCE WITH STATUTORY REQUIREMENTS

Ashesi is an equal opportunity employer and decisions on employee recruitment, appointment, assignment, training, compensation and promotion are made without regard to gender, race, color, national or ethnic origin, creed, religion, or social or economic status.

In accordance with the provisions of Ghana's Labour Act (Act 651, 2003), no person under age 16 years shall be employed by the University and no person under age 21 years shall be engaged to do hazardous work.

Employees may form or join and participate in employee organizations and enter into collective bargaining agreements to the extent permitted under the Labour Act, a copy of which is available in the office of the Human Resources Manager.

17.0 TERMINATION OF EMPLOYMENT

An Employee's relationship with the University may be severed on any of the following grounds:

17.1 Resignation

An employee not on probation may resign his/her appointment by giving two months, notice of his/her intention to do so or by paying the University a sum of money equivalent to two months, net salary.

The period of notice required for resignation by an employee still on probation or for the termination of the appointment of such an employee is one month. In lieu of notice, a probationary employee shall pay to the University a sum equal to one month of his/her net salary.

17.2 Termination

Faculty members should refer to the termination clause outlined in their employment contract. The University may give 2 months notice in writing to a non-faculty employee to terminate this employment without giving any reasons or in lieu of notice, by paying to the employee the salary for the period of notice less all necessary deductions.

In the same vein, the University may give 1 month notice in writing to a probationary employee without giving any reasons or in lieu of notice, by paying to the employee the salary for the period of notice less all necessary deductions.

17.3 Dismissal for Misconduct

The University shall be entitled to dismiss an employee for misconduct on, among others, the following grounds: Stealing, falsification of accounts or records, fraud or any other form of dishonesty; negligence or damage to the University's property; injury to other employees or persons at the place of work; refusal to carry out proper and reasonable instructions; rude, abusive and violent conduct near or at the place of work; being under the influence of alcohol or drugs at or near the place of work; conviction for a criminal offence; unsatisfactory attendance or persistent lateness to work. The University may summarily and with neither prior notice nor pay in lieu of notice to the employee, dismiss an employee for misconduct.

17.4 Termination for Absenteeism

Employees absent from work for a continuous period of two weeks without due notice will be deemed to have abandoned their job and the employment contract will be terminated.

17.5 Redundancy

An employee may be laid off at any time as a result of adverse financial circumstances, reallocation of resources, reorganization of degree or curriculum offerings or requirements, reorganization of academic or administrative structures, programs, or functions, or curtailment of one or more programs or functions.

A three months notification of layoff will be provided to an employee to be declared redundant and the appropriate redundancy pay as determined by the Executive Team shall be paid.

17.6 Retirement

An employee may go on voluntary or early retirement after reaching the age of fifty-five (55) years. Compulsory retirement shall be as determined by the Laws of Ghana.

Any benefits accruing to such staff member shall be calculated up to the time of leaving the employment of University.

Nothing above prevents the Executive Committee from entering into mutual agreement for a retiring staff member to continue to offer his/her services for any specific period.

17.7 Exit Procedures

Upon termination of employment by whatever means, an employee will return to the University all papers, documents and any other property in good repair and condition to his/her Head of Department or HRM. An Exit Checklist Form shall be duly completed and signed by both parties.

Where possible an Exit Interview shall also be undertaken by his Head of Department and the Human Resource Manager.

18.0 OTHER POLICIES AND PROCEDURES

There exist in Ashesi several other staff related policies, procedures and checklists. These are issued through job descriptions, memo's, notices and other communication means available in the institution.

Employees are advised to at **all times** familiarize, understand and abide by all of these policies and procedures.

19.0 YOUR FEEDBACK

We continually strive to improve the services we provide to the University community and encourage you to call or e-mail the Human Resources Manager (humanresources@ashesi.edu.gh) with questions, suggestions, or concerns. Periodically we may send out surveys to determine the areas where we are doing well and, more importantly, where and how we may improve.

ACKNOWLEDGEMENT OF RECEIPT OF EMPLOYEE HANDBOOK

My name and signature below indicates that I have read and understood the content of this handbook.

I understand that I have an obligation to inform the Human Resources Department of any changes in my personal information – including, but not limited to, my phone number, marital status, bank details, emergency contact details, etc.

I also accept responsibility for contacting my Head of Department and/or Human Resources, if I have additional questions or concerns or need further explanation about these or subsequent policies, procedures, and/or guidelines.

UNDERTAKING	
Signature	
Date:	

The Employee Handbook is the property of Ashesi University College and must not be disclosed, reproduced in any form without the express authority and approval of the Executive Committee.

It must be returned to the Human Resources Manager when an employee is leaving the employment of the University.