

At its 86th meeting held on 25th February 2015, the University of Cape Coast Governing Council on the recommendation of the Academic Board approved this **Staff Rewards and Recognition Policy**

University of Cape Coast
**Staff Rewards and
Recognition Policy**

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Foreword

The University of Cape Coast Staff Rewards and Recognition Policy is designed to provide incentives to individuals and groups to maximize their contributions to the University. It is also to enhance the University's ability to hire and retain qualified employees in competitive labour market conditions. This policy will allow the administrative units and/or departments flexibility in creating appropriate recognition and reward systems.

The University's Human Resource Division will be responsible for the administration, implementation and maintenance of the Staff Rewards and Recognition Policy in the University in consultation with the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Provosts, Director of Finance, Deans, Directors and Heads of Department.

The areas covered in this policy document are objectives, guiding principles, performance management system, forms of recognition, employee acknowledgement, appreciation of service, nature of reward, authorities and administration, record keeping, and cost implications. In implementing the policy, a Rewards and Recognition Committee will be established and will be

responsible for the nomination procedure, date of awards and, review of policy.

The long-term goal of this policy will impact positively on the performance and wellbeing of employees and the University.

I want to acknowledge the enormous contributions by Mr. Ebenezer Aggrey, Assistant Registrar, College of Distance Education (CoDE), for getting the first draft of the policy under the guidance of Dr. Kwaku Gyasi Badu, Deputy Registrar, Division of Human Resource (DHR).

Additionally, I also thank Prof. K. Awusabo-Asare, Director, DAPQA, Prof. Edward Marfo Yiadom, Dean of School Of Business, Mrs. Elizabeth Annan Prah, Lecturer, School of Business, Mr. Nathaniel Ampah (CoDE), Dr. Kwaku Gyasi Badu, Deputy Registrar (DHR) and Mr. Ebenezer Aggrey, Assistant Registrar (CoDE), for putting the final document together.

Vice – Chancellor
Prof. D. D. Kuupole

1.0 Policy Objective

The purpose of the UCC staff reward and recognition policy is to outline the overall framework that is to be followed to reward and recognise staff, either as individuals or as part of a team. The aim is to recognise high-level performance in the University, which either contributes to the achievement of its strategic goals and objectives.

The policy and reward mechanism also recognises that an individual employee's performance is often dependent upon the ability of the member to operate effectively as part of a team, and on the efforts of other members of that team. Important components of an individual's performance include teamwork, interpersonal relations, customer service, leadership, accountability and continuous improvement.

2.0 Guiding Principles

The following shall be the guiding principles of the University with respect to this policy:

- A. rewards/bonuses will be given for significant outstanding performance that advances a unit as well as corporate goals.

- B. rewards/bonuses would be such that they will be meaningful to the individual and the group.
- C. communication and distribution of rewards/bonuses would be governed by the aim of promoting excellence in the university.
- D. rewards/bonuses are designed to reflect the unique nature of the working culture of a unit within the corporate body.
- E. selection of awardees will be based purely on merit as defined by the Awards Committee.

3.0 Performance Management System

Rewarding and recognising the achievements of staff Performance Management cycle outcomes is directly linked to decision-making in relation to incremental progression and the granting of tenure appointments to some senior members. Performance Management system also informs the development of strategies to improve the implementation of corporate goals of the university and is directly connected to decision-making in relation to promotion, study leave, attending programmes and conferences and the provision of staff development opportunities.

4.0 Other Financial and Non-Financial Rewards Recognition

The University's Policy will also look at accelerated incremental progression that enables staff to be rewarded for exceptional performance, with the academic and administrative and professional promotions. Policy providing for accelerated incremental progression where exceptional performance has been demonstrated but the staff member does not fully satisfy the criteria for promotion from one academic level to the next. Similarly, other staff may be rewarded through the provision of accelerated incremental progression on the recommendation of their Heads on the basis of exceptional performance.

Other mechanisms for rewarding or recognising outstanding performance include:

- (i) the provision of performance bonuses,
- (ii) monetary grants for professional or other staff development purposes, and
- (iii) various forms of non-financial recognition such as a written or other private or public acknowledgement or the celebration of achievement, for example by a morning tea, honouring the achievements of an individual or team.

5.0 Employee Acknowledgement

It may be appropriate to acknowledge certain life events, such as the birth or adoption of a child, a death of an immediate family member, or to extend get-well wishes to the employee. Department within the University are encouraged to institute structures for such acknowledgements. The acknowledgement may include provisions or other similar items and should be initiated at the organizational unit level to avoid duplication. Such employee acknowledgements of support are considered by the Welfare section of the Division of Human Resource to provide some financial support to the individual.

6.0 Appreciation of Service

Occasionally, it may be appropriate to recognize an individual or group for extraordinary performance relating to their current position or to "thank" them for their service when departing from the university, including retirement. Expenditures related to such recognition events should be limited to those that are work related and should not include personal events such as birthdays, wedding, graduation, etc. Expenditures for work-related recognition events may be made at the discretion of the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Provosts or

Deans and Heads should be reasonable in the light of the particular situation.

Gifts given in conjunction with appreciation of service programmes are subject to the Gift Tax Laws of Ghana.

7.0 Nature of Reward

The nature of the reward shall be in cash or kind and will be decided by the rewards and recognition policy committee.

8.0 Authorities and Administration

The Registrar, through the Deputy Registrar in-charge of the Division of Human Resource shall be responsible for the administration, implementation and maintenance of the University's Employee Recognition and Reward Policy with approval from the Vice-Chancellor.

9.0 Record Keeping

The Division of Human Resource shall be responsible for keeping records relating to reward and recognition documentation each year after the committee has issued its report.

10.0 Reward and Recognition Committee

There shall be Reward and Recognition Committee (Standing Committee) under the Chairmanship of the Registrar or his/her representative. Its membership shall include a representative each of the recognized labour unions within the University and two (2) other independent members. A student representative should be invited when considering nominees for award in the teaching category.

The Committee shall submit the final list of awardees with justifications to the Vice-Chancellor through the Registrar on or before 30th November each year.

11.0 Nomination

- i. It shall be open to all staff but to be able to nominate a candidate for the award, the following shall apply:
 - be a confirmed staff of the University
 - have contributed to the growth of the Unit /Section/Department /Faculty /College/University
 - have proven track record

- ii. To be eligible to be nominated for an award, the following criteria shall apply:
 - be a confirmed staff of the University

- have contributed to the growth of the University/College/Faculty/Department/Section/Unit and/or the country as a whole (See Appendix B)
- have proven track record

12.0 Nomination Procedure

The following nomination procedure shall apply:

1. each unit/section/department/faculty/school/college may nominate at least one individual and at most two persons or a team of individuals for an award
2. each of the nomination forms should be accompanied by hard and soft copies of curriculum vitae of the awardee and the reasons for the nomination.
3. all nominations shall be submitted by 1st of August of each year to the Registrar.

13.0 Date of Award

The award ceremony shall be organized in December of each calendar year in the University of Cape Coast.

14.0 Review of Policy

The University's Employee Recognition and Reward Policy shall be reviewed every five (5) years to reflect the conditions of the time.

15.0 Cost Implications

The value of the acknowledgement shall be determined by the committee with approval from the Vice-Chancellor. This shall also be subject to timely review and all awards and recognition must be accompanied with a citation.

Members of the standing committee shall only be paid sitting allowance and not honorarium.

16.0 Awards

The following are categories of awards:

1. emerging researcher award
(Humanities/Education/Sciences/Health and Allied Sciences)
2. outstanding researcher award
(Humanities/Education/Sciences/Health and Allied Sciences)
3. distinguished professor
(Humanities/Education/Sciences/Health and Allied Sciences)
4. distinguished lecturer
(Humanities/Education/Sciences/Health and Allied Sciences)
5. distinguished librarian
6. promising librarian
7. consultancy award for the senior member whose work yields the highest reward to the university

8. community service award
9. mentorship award
10. distinguished administrator- senior member category
11. promising administrator – senior member category
12. distinguished administrator - senior staff category
13. promising administrator – senior staff category
14. distinguished technician – senior staff category
15. promising technician - senior staff category
16. distinguished clerk – junior staff category
17. promising clerk – junior staff category
18. distinguished technician - junior staff category
19. promising technician – junior staff category
20. promising sanitary and conservancy laborer- junior staff category
21. distinguished driver
22. best health worker - senior members category
23. best health worker – non-senior members category

17.0 Conclusion

It is expected that the objective for institutionalizing the Staff Reward and Recognition Policy in the University would be achieved leading to higher productivity.

Approved by the Vice-Chancellor

APPENDIX A

FORM A

UNIVERSITY OF CAPE COAST

STAFF REWARD AND RECOGNITION NOMINATION FORM

NOMINEE (AWARDEE)

NAME OF NOMINEE:.....

RANK:.....

COLLEGE/FACULTY/SCHOOL/SECTION/DEPT.....

.....

NOMINEE'S TELEPHONE No.:.....

E-MAIL

NOMINATOR

NAME:.....

RANK:.....

COLLEGE/FACULTY/SCHOOL/SECTION/DEPT.....

.....

DATE OF NOMINATION:.....

NOMINATOR'S TELEPHONE No.:.....

E-MAIL:.....

AREA OF AWARD:

Describe below why your nominee should be considered. (Please include date, time, location of event, etc.) **Please write on additional sheet if need be. For more information go to www.ucc.edu.gh/ registrar@ucc.edu.gh.**

APPENDIX B

Criteria for Awards (Senior Members – Teaching)

No.	Criteria	Classification		
		Evolving	Evolved	Outstanding
1	Evidence of publication with at least 50% in high impact journals	PhD thesis transformed into journal article(s) and active engagement in research	Minimum of 10 publications with 50% in high impact factored journals	Minimum of 20 publications with 50% in high impact factored journals
2	Citation of research publication	Not applicable	Minimum of 10 'Google' scholar citation or any citation outlet determined by DRIC in consultation with Academic Board	Minimum of 20 'Google' scholar citation or any citation outlet determined by DRIC in consultation with Academic Board
3	Graduating PhD student(s) in the last 5 years	Not applicable	Graduated 1 PhD student in the last 5 years	Graduated 2 PhD student in the last 5 years

4	Research grants sourced in the last 5 years	Not applicable	Contributed to the award of a research grant equivalent to a minimum of 20,000USD (cumulative)	Contributed to the award of a research grant equivalent to a minimum of 100,000USD (cumulative)
5	Research contracts (consultancy) sourced in the last 5 years	Not applicable	Contributed to the award of a research contracts (consultancy) equivalent to a minimum of GHc100,000 (50,000USD) (cumulative)	Contributed to the award of a research contracts (consultancy) equivalent to a minimum of GHc200,000 (100,000USD) (cumulative)
6	National, regional and policy engagement in the last 5 years	Not applicable	Evidence of at least 3 published policy briefs well disseminated with media coverage	Evidence of at least 10 policy briefs well disseminated with media coverage and a minimum of 5 invitations to participate in global, national or regional policy discourse

7	Teaching effectiveness	Evidence of using technology for linking theory to practice for at least 3 years.	Evidence of consistently using technology for linking theory to practice in lesson delivery for at least 5 years.	Evidence of consistently using technology for linking theory to practice in lesson delivery for at least 10 years
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Criteria for Awards (Senior Members Non - Teaching)

1. Evidence of contributing to formulation of University policies.
2. Evidence of contributing to resolution of challenges or taking any initiatives in the administrative and academic set ups of the University.
3. Evidence of timely implementation of Committee decisions
4. Evidence of effective supervision, monitoring and evaluation of University policies, programmes and staff output.
5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.

6. Evidence of introducing novelty and initiative at work place.
7. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.

Criteria for Awards (Senior Staff - Administration)

1. Evidence of timely reporting for duty and effectively carrying out assigned duties.
2. Evidence of meeting deadlines for assigned duties.
3. Evidence of showing commitment to organized University programmes.
4. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.
5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
6. Evidence of introducing novelty and initiative at work place.

Criteria for Awards (Senior Staff - Research Assistants)

1. Evidence of organising effective tutorials for students.
2. Evidence of effectively assisting lecturers in conduct of Departmental research.
3. Evidence of effectively assisting lecturers in marking/scoring of students' scripts and presenting timely examination results.
4. Evidence of effectively assisting lecturers in the organization of teaching and learning resources for lectures.
5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
6. Evidence of introducing novelty and initiative at work place.
7. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.

Criteria for Awards (Senior Staff - Technical)

1. Evidence of timely reporting for duty and effectively carrying out assigned duties.

2. Evidence of meeting deadlines for assigned duties.
3. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.
4. Evidence of effectively performing supervisory roles and organising practical sessions in the laboratories / information technology centres and other practical work in the field with minimum supervision.
5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
6. Evidence of introducing novelty and initiative at work place.

Criteria for Awards (Senior Staff - Teachers)

1. Evidence of timely reporting for duty and effectively carrying out assigned duties.
2. Evidence of meeting deadlines for assigned duties.
3. Evidence of carrying out effective teaching and learning activities using appropriate Teaching –Learning Materials (TLMs).

4. Evidence of effectively improvising for teaching –learning activities.
5. Evidence of providing feedback to students/pupils with respect to their academic performance.
6. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
7. Evidence of introducing novelty and initiative at work place.
8. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.

Criteria for Awards (Junior Staff – Clerical)

1. Evidence of timely reporting for duty and effectively carrying out assigned duties.
2. Evidence of meeting deadlines for assigned duties.
3. Evidence of effectively filing and retrieving office records.
4. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.

5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
6. Evidence of introducing novelty and initiative at work place.

Criteria for Awards (Junior Staff - Technical)

1. Evidence of timely reporting for duty and effectively carrying out assigned duties.
2. Evidence of meeting deadlines for assigned duties.
3. Evidence of taking good care of all University properties and reporting any adverse findings to management for decisions to be taken.
4. Evidence of effectively assisting to organise practical sessions for students in the laboratories / information technology centres / engineering and other practical work in the field.
5. Evidence of good inter-personal relationship in dealing with staff, students and the general public.
6. Evidence of introducing novelty and initiative at work place.