



UNIVERSITY OF EDUCATION, WINNEBA

ADMINISTRATIVE
HANDBOOK FOR
DEANS & HEADS OF DEPARTMENT

FEBRUARY 2016



UNIVERSITY OF EDUCATION, WINNEBA

Administrative Handbook for Deans and Heads of Department

February 2016

CONTENTS

Introduction.	1
Deans of Faculty/School	2
Procedure for the appointment of Deans.... .	2
Responsibilities of Deans	2
Heads of Department/Centre.	3
Procedures for nominations of HoDs	3
Responsibilities of HoDs	3
Areas of responsibilities of HoDs.	4
Financial responsibilities of Heads of Department...	7
Budgeting, Procurement Planning and Purchasing	7
Heads of Departments' financial responsibility as budget controllers	8
Financial regulations	8
Risk Management.... .	8
Induction for Heads of Department	8
Remuneration for Deans and HoDs.	9
Role of Departmental Administrative Assistant	9
Some Key Central Administrative Areas	11
Division of Academic Affairs.	11
Division of Human Resource.	12
HR Processes and Support	13
Division of Operations.... .	14
Procedure to Access Services.	14
Division of Publications and Communication	14
Department of Publishing and Web Development	15
University Relations and Protocol Department.. . . .	16
Media Relations Department	16



Finance Section	16
Finance Issues	17
Office of Institutional Advancement (OIA)	17
Centre for International Programmes (CIP)	17
Arranging Public Lectures And Other Events	17
Internal Audit	18
Risk Management...	19
Library	25
Library Services.	25
Academic Support Librarian Service...	25
Research Support Services	25
Teaching Support Services	26
Policy Documents...	27

Abbreviations

HoD	-	Head of Department/Centre
HR	-	Human Resource
OIA	-	Office of Institutional Advancement
URO	-	University Relations Office
APC	-	Academic Planning Committee

INTRODUCTION

The objective of this handbook is to provide Deans of Faculty/School and Heads of Department/Centre (HoDs) with information that is specifically relevant to University administration. It outlines the main responsibilities of Deans and HoDs. While this handbook will make it easier for University appointees to gain familiarity with procedures and practices in the University, it also provides opportunities for appointees to interact with members of central administration for advice.

Queries/suggestions/improvements to this maiden edition are welcome and may be addressed to the contacts below.

Mrs. Christie Okae-Anti

Deputy Registrar, Division of Human Resource,
cokaeanti@uow.edu.gh

or

Mr. Reginald Agbo

Senior Assistant Registrar, Publications Unit
rskagbo@uow.edu.gh

DEANS OF FACULTY/SCHOOL

Each Faculty/School will have a Dean. This position would normally be held by an academic staff of professorial status. The term of office would be for 3 years (and 2 years for persons not of professorial status) and may be renewable for a second term.

PROCEDURE FOR THE APPOINTMENT OF DEANS

The position of a Dean would be advertised and qualified persons would be expected to apply and attend an interview. In accordance with Statute 27, a Dean shall be appointed by the University Council on the recommendation of the Appointments and Promotions Board.

RESPONSIBILITIES OF DEANS

The Dean is Head of Faculty/School and Chairman of Faculty/School Board. Deans are responsible for effective operation and development of the Faculty/School, for the management of staff and resources, for provision of high quality services to students and ensuring that the entire Faculty complies with the legal and other obligations placed on the Faculty.

Functions and responsibilities of Deans are spelt out in Statute 28 of the University Statute. The duties of Deans are spelt out in an appointment letter and would read as follows:

- ✿ Take responsibility for the training of students and for the monitoring of lecturers on study leave in consultation with Heads of Department.
- ✿ Liaise with professional institutions, associations and similar bodies, and organise consultative committees comprising Faculty members and experts in the various professional fields within the Faculty.
- ✿ Liaise and cooperate with other Faculties in the organisation of common courses.

- ✿ Coordinate the work of the Departments within the Faculty.
- ✿ Consult with, and be assisted by the Heads of Department in the execution of duties.
- ✿ Provide leadership for the development and implementation of elements of the University's strategic plan related to academic programmes.
- ✿ Submit quarterly Faculty reports to the Vice-Chancellor.
- ✿ Perform any other duties to be assigned by the Vice-Chancellor.

HEADS OF DEPARTMENT/CENTRE

Each Department/Centre will have a Head. The position will be held by an academic staff of professorial status. The term of office of a HoD will be 3 years for staff of professorial status and one academic year for staff of non-professorial status.

PROCEDURES FOR NOMINATIONS OF HODS

In accordance with Statute 31a of the University statutes (2007), (<http://uew.edu.gh/sites/default/files/circulations/statute.pdf>), appointment of HoDs shall be made by the Vice-Chancellor on the recommendation of the Dean of appropriate Faculty who shall consult the members of the Department. A HoD who is not of professorial status shall hold office as Acting HoD for one year at a time while a person of professorial status shall hold office for three years at a time. HoDs shall be eligible for re-appointment for a maximum of 6 years in the case of persons of professorial status and 2 years in the case of Acting Heads.

RESPONSIBILITIES OF HODS

HoDs are responsible to the Dean for the effective operations and development of the departments/centres, for the management of its staff and resources, for the provision of high quality services to students and for ensuring that their departments comply with the legal and other

obligations placed on the department. Specific tasks will be delegated to Administrative staff and other colleagues but HoDs bear ultimate responsibility and will need to make sure that delegated functions are undertaken properly.

It is considered important that HoDs work closely with administrative staff and recognise the range of tasks which administrative staff are to undertake to ensure the smooth running of the department, the management of its resources and development of plans and policies. In general, HoDs should be able to devolve most day-to-day administrative, financial and compliance matters to the administrative staff. HoDs are expected to discharge their responsibilities in a consultative manner and comply with the statutes. (Statute 31 and 32 of the UEW Statutes 2007).

AREAS OF RESPONSIBILITIES OF HODS

a. Academic Planning and Development

Within the context of the Faculty/School/Institute strategic priorities are:

- ❁ To provide academic leadership in the development of departmental research priorities, plans and programmes. This includes encouraging staff to produce top quality work and ensuring that they have the time to do so.
- ❁ To develop departmental strategic plans, covering teaching, research, staffing and resources for submission to Academic Planning Committee and Quality Assurance Directorate.
- ❁ To provide academic leadership in the development and revision of degree courses and programmes and to ensure that the programmes remain innovative, up-to-date and of a high quality to attractive students.
- ❁ To have oversight responsibility of the appointment of lecturers to the department. In consultation with colleagues, HoDs shall decide appointment priorities and help ensure that top-class staff are appointed.

- ⚙ To provide leadership in the development of appropriate alternative income-generating streams.
- ⚙ To ensure that adequate preparations are made for Accreditation/Quality Assurance reviews, when required by Academic Planning Committee.

b. Personnel and Resource Management

- ⚙ To ensure that expenditure is in line with budget allocations and that allocations amongst staff are equitable and transparent.
- ⚙ To ensure a fair and reasonable allocations of teaching and administrative workloads amongst departmental staff.
- ⚙ To ensure that staff are able to take advantage of their leave entitlements and that appropriate personnel replacements are available to meet teaching obligations.
- ⚙ To ensure that appropriate mentoring arrangement are in place for academic staff, that staff are fully aware of what is expected of them and of what help, including training is available to them.
- ⚙ To ensure that all academic staff receive advice as appropriate on their research plans, publications and promotion prospects.
- ⚙ To review staff performance annually and in consultation with the staff, make appropriate cases for staff on probation, process documents being put forward for promotion, make cases for support of staff regarding salary increment and ensure that probation/confirmation reports are submitted for supporting staff and academic staff.
- ⚙ To take steps to ensure the maintenance of staff morale within the department, to manage and diffuse interpersonal conflicts and staff grievances which arise from time to time and to ensure a harmonious working environment.
- ⚙ To ensure that any case of poor performance, incapacity, grievances, misconduct or harassment are handled according to appropriate procedures.

c. Students, Teaching and Quality Assurance

- ❁ To ensure that adequate arrangements are in place to select students and meet the admission targets agreed with the Faculty and Academic Planning Committee.
- ❁ To ensure that arrangements are in place for the provision of essential, accurate, up-to-date information about the department.
- ❁ To ensure that teaching, research, student supervision and examinations of the department are organised appropriately.
- ❁ To ensure that the quality of educational provision is maintained and where possible enhanced. This includes acting upon the results of faculty/departmental surveys and other information about course delivery and teaching performance.
- ❁ To ensure that preparations are made for internal and external accreditation.

d. Consultation and Representation

- ❁ To ensure, by regular meetings with the academic staff and where appropriate with the support staff, that adequate consultation takes place within the department on matters of general concern and to alert staff on key departmental and Faculty issues that have to be addressed.
- ❁ To ensure that appropriate sub-committees are in place to assess students' reactions to teaching programmes and services and to maintain good staff-student relations.
- ❁ To take part in Faculty Board meetings and generally act as the Department's representative in advising the Dean on matters of common concern to the Department (strategic issues, policies and practices and on appropriate response to Academic Board circulars).
- ❁ To ensure appropriate representation of staff on Faculty Board.
- ❁ To submit an annual report on programme monitoring to Director, Quality Assurance, for each semester of the academic year.

FINANCIAL RESPONSIBILITIES OF HEADS OF DEPARTMENT

As budget controller, the HoD should maintain an overview of:

- ⚙ Staff budgets
- ⚙ Non-staffing budgets such as allocation for non-investment items (e.g. stationery and printing, T & T etc.) and investment items (e.g. Computers, Buses etc).

Budget should be in line with the strategic plan of the Department. It would be required that there is a write-up on how the goals of the strategic plan would be achieved with the implementation of the budget. Drawing the budget in line with the strategic plan would determine what must be included in the procurement plan.

It is advisable to draw the budget and submit it early enough to enable the Finance section prepare a consolidated budget of the university for approval by University Council

Submission of a budget and a procurement plan should be followed by a requisition for each budgeted item.

BUDGETING, PROCUREMENT PLANNING AND PURCHASING

HoDs of teaching departments should consult Faculty Accounts and Faculty Procurement Officers who would advise on the processes mentioned.

- ⚙ Student fees - Fee collection is handled by the Finance Section and follows a fee payment timetable agreed with the Division of Academic Affairs and the SRC. It sets out timetable for payment and registration and the sanctions for non-payment.

In all these matters, if a HoD requires assistance, then the Faculty Accountant may be contacted.

HEADS OF DEPARTMENTS' FINANCIAL RESPONSIBILITY AS BUDGET CONTROLLERS

- a. Update the Finance Section (Faculty Accounts Officer) on any changes in budget holders or level of authority;
- b. Ensure new members of staff in the department who will be in charge of budgets should undertake financial training provided by the Finance Section.

The budget holder who is the departmental officer should monitor expenditure and maintain records of outstanding purchase orders. Also the departmental officer should know future items to be purchased and avoid over-expenditure of budgets. Any variance in budget estimates should be reported by the departmental officer to the budget controller and the Faculty Accounts Officer.

FINANCIAL REGULATIONS

Key documents (Stores and Financial regulation) can be downloaded at <http://www.uewdownloads>.

RISK MANAGEMENT

Heads of Departments' responsibilities for risk management fall into two main categories:

- a. Providing academic leadership in areas of strategic performance, failure in which would give rise to serious consequences for the department and the University;
- b. Ensuring that the department has key processes in place, the absence or failure of which might have serious consequences for the department and the University.

INDUCTION FOR HEADS OF DEPARTMENT

Each academic year an induction seminar would be arranged for newly appointed Deans and HoDs.

Training and Development Unit of the Division of Human Resource has the responsibility of organising the induction seminars.

REMUNERATION FOR DEANS AND HODS

The remuneration is as follows:

- ⚙ Responsibility allowance
- ⚙ Entertainment allowance
- ⚙ Fuel Allowance
- ⚙ Reduced teaching hours (6 credit hours for Deans and 9 credit hours for HoDs)

ROLE OF DEPARTMENTAL ADMINISTRATIVE ASSISTANT

Administrative Assistants help HoDs to ensure that the department runs smoothly while teaching and research commitments are delivered.

Administrative Assistants have different levels of responsibility and areas of control depending on how the administrative function works in any particular area; however the common theme of these roles is that they all are in the midst of what is going on. They are responsible for the management, administration and delivery of programmes and services in order to ensure that they are accomplished in **effective** and **efficient** manner and within all **legislative, policy** and **procedural** guidelines. It is thus very important for the Administrator to have fore and in-depth knowledge of everything going on around.

Administrative functions that are common across the board include:

- ⚙ General Administrative activities
- ⚙ Finance
- ⚙ Human Resource
- ⚙ Support for Teaching and Research or Department/Office specific activities

General Administrative activities: This includes assisting the Heads in:

- ✿ Report writing
- ✿ Records management
- ✿ Correspondence management
- ✿ Operations management (i.e. day to day management of activities including the implementation of Strategic plans)

Finance functions: This includes assisting the Heads in:

- ✿ Preparation of budgets
- ✿ Controlling/tracking budget expenditures
- ✿ Preparation and monitoring of procurement plans
- ✿ Making sure that financial policy and procedural guidelines are adhered to

Human Resource: This includes assisting the Heads in:

- ✿ Supervision and training of subordinate staff
- ✿ Ensuring that accurate job descriptions are in place (developing work methods and procedures and modify existing procedure that will accommodate the ever-changing work environment)
- ✿ Making sure that Human Resource policies are followed

Support for Teaching and Research or Department/Office specific activities

- ✿ Making sure that facilities and resources are available for teaching, research and/or Department specific activities

Context and purpose of job of the Administrative Assistant

- ✿ Working closely with the HoD to ensure the efficient management of departmental human, financial and facilities resources. Playing a key role in the implementation of strategies to provide a high quality service.

- ⚙ Acting as the key interface between the department and a wide range of academic and administrative staff across the faculty.
- ⚙ Assist in the smooth day to day running of the department. Assist in the development and implementation of wider administrative policies within the department. Working closely with the HoD to ensure that departmental plans and policies are considered within the context of faculty's core strategic themes.
- ⚙ Managing support staff in their areas of responsibility:
 - ⚙ Servicing departmental committees
 - ⚙ Overseeing the flow of information between committees, departments and the faculty as necessary
 - ⚙ Assisting HoDs in preparing departmental quarterly reports.

SOME KEY CENTRAL ADMINISTRATIVE AREAS

There are some key central administrative areas within the university that the HoD will have direct contact with. These are the Divisions of Academic Affairs, Human Resource, Operations, Office for Institutional Advancement, Quality Assurance Directorate, Finance Office, Internal Audit, Procurement Unit and the Division of Publications and Communication.

DIVISION OF ACADEMIC AFFAIRS

The Division of Academic Affairs is headed by a Deputy Registrar who is also a Recorder to Academic Board. Other sections/offices within the Division of Academic Affairs include:

- ⚙ Admissions Unit
- ⚙ Examinations Unit
- ⚙ Affiliations Office
- ⚙ Student Records Office

All these Units are manned by Senior Administrative Staff. In the Student Records Office, a Senior Administrative Staff is placed in charge of student records from each faculty. HoDs and Examination Officers should consult these staff on academic records of students in their respective faculties

The Division of Academic Affairs also has oversight responsibility over institutions that are affiliated to the University and can assist with linkages within Ghana. For external linkages, HoDs should contact the Director, Centre for International Programmes (CIP).

DIVISION OF HUMAN RESOURCE

The Division of Human Resource (DHR) is headed by a Deputy Registrar. Other sections/offices within the Division of Human Resource include:

- ✿ Secretariat
- ✿ Senior Members Unit
- ✿ Senior Staff Unit
- ✿ Junior Staff Unit
- ✿ Employee Relations Unit
- ✿ Training and Development Unit
- ✿ Human Resource Information Systems (HRIS) Unit

As well as supporting and deputising for the Registrar, The Deputy Registrar leads the Human Resource (HR) team and works with senior colleagues in the University on strategic and high profile matters in the areas of HR policy, Employee Relations, Training & Development, and Human Resource Information system (HRIS). DHR provides administrative support to all HR activities and coordination, resourcing initiatives- general HR queries, employment references, interviews, NHIS registration, leave matters and despatch.

In collaboration with the Training and Development Unit, the Centre for Continuing Education [CCE] (who are responsible specifically for academic development), HR Division provides career development, management and training skills for staff across UEW.

HR PROCESSES AND SUPPORT

HoDs are involved in all aspects of academic staff employment into the departments in UEW. Also HoDs work closely with the Departmental Administrative Officers to provide support for staff.

⚙ **Recruiting staff**

Recruitment decisions are key to the sustained reputation and future of UEW. The Human Resource Division supports HoDs implement recruitment of staff in an open, transparent and fair way. When writing advertisements for staff recruitment the DHR may be contacted.

⚙ **Remuneration**

Information on pay, pensions and other allowances can be found at the Division of Human Resource.

⚙ **Confirmation/Renewal of Contract Appointment and Promotion**

Full information can be accessed at <http://www.uew.edu.gh/downloads>. A briefing session specifically on this area of work is done on Wednesdays during lunchtime.

⚙ **Leave for Academic Staff**

Academic staff leave is covered at <http://www.uew.edu.gh/downloads>

⚙ **Sickness, Grievance and Disciplinary issues**

In the first instance, the Employee Relations Officer at DHR will be able to advise on matters relating to these and other staff concerns. Details of all of the current support and information are at <http://www.uew.edu.gh/downloads>. The team at DHR may advise on individual cases as they arise.

⚙ **Retirement/Early Retirement/Exit**

Staff contemplating early exit/retirement may view the guidelines at <http://www.uew.edu.gh>. For specific information on retirement/pensions contact the Employee Relations Office.

DIVISION OF OPERATIONS

The Division coordinates the activities of the Security Section, Transport Section, Records Management Unit as well as the Postal and Telecommunication Services of the University. The services the Division renders are listed below:

- ⚙ allocation of rental facilities to both staff of the University and the general public
- ⚙ issuing and approval for requests for use of University Vehicles
- ⚙ handling of Internal and External Postal Services
- ⚙ servicing of relevant sub committees of Council and the Academic Board
- ⚙ file classification and retrieval of archival documents

PROCEDURE TO ACCESS SERVICES

- ⚙ Rental Allocations: Formal letter of request should be addressed to the Deputy Registrar
- ⚙ Use of University Vehicle: Pick Transport Request Form from the Division and fill.
- ⚙ Septic Emptier: Collect and fill application form from HOD, Health and Sanitation Unit – North Campus. **Clients will be requested to pay for the services requested for and receipts submitted to the appropriate sections**

DIVISION OF PUBLICATIONS AND COMMUNICATION

This comprises the following

- ⚙ Department of Publishing and Web Development
- ⚙ Department of University Relations and Protocols Services.
- ⚙ Department of Media Relations

DEPARTMENT OF PUBLISHING AND WEB DEVELOPMENT

The Department offers a wide range of services. It offers high - quality design services for both print and online inputs. Services are free to academic departments for official work.

⚙ **Document preparations services (Book/document Design and printing advice)**

The Dept. Publishing and Web Development can assist other Departments, sections and Units in the preparation of **official** documents for print. Depending on its nature and extent of detail required, document preparation may take one to three weeks to complete. It is advised that request for document preparation should be submitted early. The Department can also give advice on specifications for print document. The Department does not provide large volume printing services at the moment. Also following requests through the procurement process is not the duty of the Dept. of Publishing and Web Development. Hence, Offices making requests should keep in mind the length of time it takes to process documents through the Procurement Unit and initiate processes early.

⚙ **Use of UEW logo**

The Department keeps the original logo of the University. Electronic Copies of the logo in different formats can be obtained upon request. The Department tries to ensure that the University of Education, Winneba (UEW) logo are used only where appropriate and in the correct way, whether in print or online.

⚙ **Web services/management**

Web Services assist on website design, construction and development and provide many of these services. HoDs should advise all staff needing web help accordingly. Contact webmaster@uew.edu.gh or publications@uew.edu.gh

⚙ **Covering of events for Publication in the Newsletter and on the website**

⚙ **Design of official advertisement for Newspaper and Website**

⚙ **Publishing of Public/Inaugural lectures/Speeches**

Kindly visit <http://publications.uew.edu.gh> to familiarise yourself with the full range of activities of the Unit and services that are provided.

UNIVERSITY RELATIONS AND PROTOCOL DEPARTMENT

- ✿ Facilitate linkages with the University
- ✿ Liaison between the University and Mass Media
- ✿ Hospitality and Protocol services to University staff and guest
- ✿ Event Coordination and Management

MEDIA RELATIONS DEPARTMENT

- ✿ Liaising with other staff of the University for covering of events
- ✿ Liaise with external media for the coverage of public events (e.g. congregation, lectures, press conferences, media enquiries etc)
- ✿ Handle other media relations activities

FINANCE SECTION

The Finance Section comprises six Divisions, namely:

- ✿ Finance Secretariat
- ✿ Division of Treasury, Pensions and Endowments Management
- ✿ Division of Budgets and Payments
- ✿ Division of Financial Reporting and Compliance
- ✿ Division of Halls and Commercialised Financial Management
- ✿ Division of Schools and Faculties Financial Management

All correspondence and enquiries should be addressed to the finance secretariat. The Finance sections would detail the appropriate Division to handle the issue at stake. However, the activities of HoDs/Administrators may bring them into direct contact with the following in the Division of



Budget and Payments ;

- ✿ Budgets and Budgetary Control Unit
- ✿ Bills and Claims Payments Unit
- ✿ Payroll Management Unit

FINANCE ISSUES

Heads of Department are accountable to the Finance and Development Committees of the University for the use of resources at their disposal.

OFFICE OF INSTITUTIONAL ADVANCEMENT (OIA)

The focus of (OIA) is to positively position UEW brand in the eyes of its publics. The OIA helps Departments with a number of services. This include:

- ✿ Fund Raising Activities
- ✿ Gift Solicitation
- ✿ Managing UEW Endowment Trust Fund
- ✿ Engaging with UEW Alumni

CENTRE FOR INTERNATIONAL PROGRAMMES (CIP)

- ✿ Facilitate international collaborations on academic issues/programmes with the University

ARRANGING PUBLIC LECTURES AND OTHER EVENTS

In organising an event in the University, the following Divisions/ Departments/Sections/Units should be involved from the planning stage. Even if their services are not needed, they may be able to advice on how certain things could be done. Do not wait till the nick of time when the event is about to happen before you fall on them. At that time, they may not be able to help you or they may not be able to give you the quality service you require.

- ❁ **UEW Management:** Office of the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Finance Officer. Internal Audit, Director of Works and Physical Development. They must be informed well in advance especially if they have roles to play or when Very Important Persons (VVIPs) have been invited and may be calling on Management.
- ❁ **URO:** Facilitate protocol and hospitality services especially when VVIPs have been invited to programmes in the university, arrange for mass media (external media) to cover programmes for the dailies
- ❁ **Division of Operations:** Arrange bookings of venues for events, assist in sending circulars concerning events, assist in organising transport for events on campus.
- ❁ **Division of Facilities Management (Estate and Maintenance Section):** assist with many aspects of arrangement/preparation of venues for events.
- ❁ **Division of Publications and Communication:** Arrange for internal/ external coverage of events, assist in publicising your activities by preparing banner/poster/flyer/web-banner designs. Publicise your activities via the website. Assist in publicizing your activities on the Radio
- ❁ **Directorate of ICT Services:** Provision of internet linkage and other ICT support

INTERNAL AUDIT

The main function of the Internal Audit is to help the University accomplish its objectives and improve the effectiveness of risk management, control and governance processes in the University. The office has the following sections:

- ❁ Transaction Audit and Investigation
- ❁ Financial Assurance Services
- ❁ Performance/Operational Audit
- ❁ Secretariat and Quality Assurance Unit

RISK MANAGEMENT

Risk management in the University is overseen by the Internal Audit Team, Quality Assurance Directorate and the Strategic Monitoring Team which reviews the UEW's Strategic Risk Register on semester basis and reports to Council on changes to the likelihood and impact of major risks and makes proposals to add and remove risks from the register.

Everyone in the University has a responsibility to identify and manage risks to the objectives of their own work, but as a Head of Department, you have responsibility to ensure that the Department as a whole is controlling the risks to the delivery of its objectives and the objectives of the University.

Below is a summary of the Heads of Department's main responsibilities for risk management.

Area of Heads of Department Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Department have responsibility
1. Academic Planning	1.1 Quality of Department's research may fall	Providing academic leadership in the development of departmental research priorities, plans and programmes; including encouraging staff to produce top quality work
	1.2 Department may not continue to generate innovative teaching programmes	Providing academic leadership in the development and revision of degree courses and programmes to ensure they are innovative and up to date; this is especially important in light of future decisions about the overall size and composition of the student body
	1.3 Department's student recruitment may not meet targets	<p>Providing academic leadership in the development and revision of degree courses and programmes to ensure they remain attractive to students</p> <p>Ensuring adequate arrangements are in place to select students, fairly allocate available scholarships and meet recruitment targets agreed with APC</p> <p>Ensuring arrangements are in place for provision of accurate up-to-date information on the Department</p>

Area of Heads of Department Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Department have responsibility
2. Personnel and Resource Management	2.1 Key members of faculty may not be retained	<p>Ensuring a fair and reasonable allocation of teaching workloads</p> <p>Ensuring staff are able to take advantage of their leave and sabbatical entitlements and appropriate cover is available to meet teaching obligations of staff on leave</p> <p>Ensuring monitoring arrangements are in place for junior staff and help and training is available to staff.</p> <p>Allocating suitably qualified appraisers in the Department and ensuring all academic staff receive advice on research plans and funding possibilities</p> <p>Reviewing staff performance annually and making cases for staff undergoing Interim and Major Reviews, being put forward for promotion or salary incrementation</p>

Area of Heads of Department Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Department have responsibility
3. Determining staff deployment and non-staff budget allocations, ensuring expenditure is within budget limits	3.1 Department may not be able to resource plans	Maintaining staff morale by managing and defusing interpersonal conflicts and grievances to ensure an harmonious working environment
		Ensuring adequate consultation takes place within the department on matters of general concern and alerting staff to University wide issues that have to be addressed
		Ensuring budget allocations among staff are fair and equitable
4. Students, Teaching and Quality Assurance	4.1 Students may be dissatisfied with quality of teaching	<p>Developing medium term departmental plans covering teaching, research, staffing and resources for submission to APC and Strategic Monitoring Team</p> <p>Providing leadership in the development of alternative income streams for the department</p>
		Ensuring the teaching, research student supervision and examination programmes of the department are organized to fulfill obligations

Area of Heads of Department Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Department have responsibility
		<p>Ensuring the quality of educational provision is maintained and where possible enhanced; acting on results of University surveys and other information about course delivery and teaching performance</p> <p>Ensuring the department is prepared for internal and external reviews of its teaching quality and education processes</p> <p>Ensuring that appropriate sub committees are in place to assess student reactions to teaching programmes and to maintain good staff: student relations</p>
5. Regulations, Legal Obligations and strategic plan	5.1 Department may breach statutory and regulatory obligations	<p>Ensuring, through seeking guidance from the appropriate officers in the Central Administration, that the Department's operations, policies and plans comply with financial regulations, NAB requirements, Health & Safety, and Risk management</p>

Area of Heads of Department Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Department have responsibility
6. Consultation and Representation	<p>6.1 The Department's interests may not be adequately represented at University level</p>	<p>Taking part in the Departmental and Faculty Board meeting and generally acting as the Department's representative, advising the Dean and senior officers on matters of common concern to the department on strategic issues, University policies and practices</p> <p>Representing the department at fundraising, alumni and public relations events</p> <p>Ensuring that staff within the department have the opportunity for active participation in the governance of the University, through membership of Departmental , Faculty and Council sub- committees etc</p> <p>Ensuring representation of the staff of the department at Academic ceremonies</p>

LIBRARY

The University of Education, Winneba Libraries include Osagyefo Library (the main campus library), College of Technology Education Library-Kumasi Campus (which stock mainly materials on technical and vocational education), College of Agriculture Education Library - Mampong Campus (stocks materials on agric and environmental studies education), College of Languages Education Library - Ajumako Campus (stocks materials on language education), and 5 specialized branch and department libraries. Our Collections include Books, Journals, Compact Disks etc in Electronic and Hard Copy Forms

LIBRARY SERVICES

The aim of the library is to ensure that the Library and its collections meet the needs of staff and students of the University. It provides services which are geared directly to research and teaching activities.

ACADEMIC SUPPORT LIBRARIAN SERVICE

The Library provides Academic Support services. There is always a Librarian available who will act as the main point of contact, provides advice on services and collections, and will be happy to:

- ✿ attend department meetings
- ✿ discuss department needs
- ✿ liaise about materials for teaching
- ✿ consult about new resources
- ✿ provide Library and information skills training for staff and students

RESEARCH SUPPORT SERVICES

- ✿ **UEW Research Online.** This is the institutional repository for the University. It aims to be a complete online database of research created at UEW. Currently, citations to the work of academic staff are being imputed into the repository, All staff are required to submit

the full text of everything from articles, working papers and book chapters to conference presentations, posters and multimedia material. It is managed by a dedicated team who can advise on deposit arrangements and copyright issues

- ✿ **Research Consultations.** Academic Support Librarians are available to provide one-to-one consultations on literature searching and resource discovery for staff and research students and can also provide advice on citation ratings.
- ✿ **Winnopac:** This is an online catalogue of the University. It contains all collections (hard copy) of the Library and can be accessed online from any part of the world.

TEACHING SUPPORT SERVICES

- ✿ **Electronic course packs.** The library can scan or digitize materials identified by lecturers as likely to be in high demand. The PDF documents produced are then provided to students via Moodle, where they can be printed, downloaded or read online.
- ✿ **Reading lists.** The library can check reading lists for all taught courses and purchase the required materials, preferably in electronic form. We are installing an online reading list system which will enable teaching staff to create lists which will link directly to teaching resources and the Library's catalogue.
- ✿ **Course Collection.** Multiple copies of books identified as essential on reading lists are held in a separate area on the ground floor of the Library and made available solely to UEW students.
- ✿ **UEW Learning Resources Online.** The library has created a repository of teaching resources produced by UEW staff, which are available online for re-use by teachers, students and researchers
- ✿ **Information skills training.** We have an extensive programme of classes on how to find, use and cite information resources for students at all levels. In addition, Academic Support Librarians can provide sessions on information skills for any course on request.

POLICY DOCUMENTS

Formal policies and procedures provide a framework within which business is conducted in UEW. It is very important that Deans and HoDs are familiar with these policies and procedures or seek advice from their administrative officers to guide their work. The following policy documents exist in the University of Education, Winneba and are available online at <http://uew.edu.gh/downloads>:

- i. Graduate Admission Brochure
- ii. Affiliation Policy
- iii. Gender Policy
- iv. HIV Policy
- v. Anti-Sexual Harassment Policy
- vi. GUSS Policy
- vii. Health and Sanitation Policy
- viii. Policy Guidelines for Security Employees
- ix. Maintenance Policy
- x. Records Management Policy
- xi. Research Policy
- xii. Policy on use of ICT Resources
- xiii. Repository Policy
- xiv. Financial and Stores Regulation
- xv. Statutes
- xvi. UEW Act - Act 2004
- xvii. Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana
- xviii. Conditions of Service of Senior Members (SM) of the Public Universities of Ghana.

Several other policy documents are in the offing and would be made available when they are approved by the Academic Board or the appropriate approving body.

WINNEBA CAMPUS

P. O. Box 25, Winneba, Ghana
Reception (03323) 22139/22140

KUMASI CAMPUS

College of Technology Education
P. O. Box 1277, Kumasi, Ghana
Reception (03220) 50331/53616

AJUMAKO CAMPUS

College of Languages Education
P. O. Box 72, Ajumako, Ghana
Tel. (03321) 93774

ASANTE-MAMPONG CAMPUS

College of Agriculture Education
P. O. Box 40, Asante-Mampong, Ghana
Reception (03222) 22232



ADMINISTRATIVE HANDBOOK FOR DEANS & HEADS OF DEPARTMENT

DESIGNED BY THE DEPARTMENT OF
PUBLISHING AND WEB DEVELOPMENT