



ASHESI
UNIVERSITY

Employee Handbook

September 2024

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1.0 WELCOME MESSAGE FROM EXECUTIVE COMMITTEE

Welcome to Ashesi University! You have joined one of the top universities in Africa and we are excited about your decision to join our team. 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's policies and procedures that will shape your employment at Ashesi. Please take some time to familiarize yourself with the information and 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 Head of Department for assistance.

Welcome on-board!

The Executive Committee

2.0 INTRODUCTION

Ashesi University, (hereinafter referred to as “**the University**”, or “**Ashesi**”), 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 is an independent, private, not-for-profit institution, with degrees in Computer Science, Management Information Systems, Business Administration, Computer Engineering, Mechanical Engineering and Electronic and Electrical Engineering.

“If there is anything you can do, or dream you can, begin it. Boldness has genius, power and magic in it. Begin it now.”

These words inspired by Johann Wolfgang von Goethe, are the inspiration behind the University's name, Ashesi, which means "beginning" in Fante (a native Ghanaian language). Ashesi's founder, Patrick Awuah, first read Goethe's words at a time when he was still questioning the wisdom of undertaking such an ambitious project. It was a powerful reminder about the courage to begin. But the name Ashesi is not only about its founder's inspiration. It is also about providing a new beginning for every student who comes here; and about building an institution that reinvents itself to fit the changing needs of society; one that grows by replicating its philosophy throughout Ghana and Africa.

Incorporation

Ashesi University LBG is incorporated as a company limited by guarantee in Ghana. It is accredited by the Ghana Tertiary Education Commission and is recognized as a non-governmental organization by the Department of Social Welfare.

The Ashesi University Foundation (hereinafter referred to as “**the Foundation**”, a non-profit, publicly supported United States of America corporation based in Seattle, Washington, supports the University's mission. The Foundation's efforts are led by an experienced Board of Trustees and Advisory Board composed of global academic and industry representatives 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 an overview of human resource policies and procedures of Ashesi University. These terms and conditions of employment herein contained are contractual and binding on **all employees** of the University. Where there are exclusions or further details can be found in other documents, the appropriate references shall be made.

The Chief Operating Officer develops, reviews and administers the policies and procedures in consultation with the Executive Committee.

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

The handbook will be reviewed every 2 years by Ashesi University. Any revisions to this handbook shall be endorsed by the Executive Committee and approved by the Board.

Should you need further information or assistance regarding this handbook or your employment, please contact your Supervisor, Head of Department or the Director of Human Resources.

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, every hiring shall be guided by the following principles.

4.1 Recruitment Procedures

A Hiring Request which will clearly state the job specifications and personal qualifications for the position must be completed by the Head of Department, reviewed by the Director of Human Resources before it is forwarded to the Chief Operating Officer for final approval for the hiring process to commence.

The University shall employ the following general methods in recruiting staff members:

- Ashesi University Website
- 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 (e.g., social media)

The University shall also 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, Head of Department or any other position deemed necessary, the President, the Chief Operating Officer or the Provost shall chair a selection panel comprising of the Director of Human Resources, and other staff member(s) whose work or expertise is relevant to the position being filled.

For other Administrative Staff, the Head of Department shall chair a selection panel comprising themselves, the Director of Human Resources, and other staff member(s) whose work or expertise is relevant to the position being filled.

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 standard recruitment process starts from a phone screening, panel interview, practical test (assignment/class simulation/ presentation), and reference check (work history, educational certificates) before a hiring decision is made.

All applicants shall be required to provide evidence of their educational and professional certificates before the final decision for selection is made.

Once a hiring decision is made by the selection panel, the hiring lead is expected to send a formal request for an offer to be made to the successful candidate via email to the Director of Human Resources.

4.3 References

In all cases of new employment, letters of reference shall be obtained from at least two (2) referees, including the most recent employer before a formal contract is signed.

4.4 Medical Examination

As much as practicable, all new full-time hires shall undergo a thorough medical examination at a hospital/clinic designated by the University. The University shall pay for the medical examination. The results which are confidential will be available only to the Health Center.

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.

4.6 Job Description

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

4.7 Employment of Relatives

No applicant will be disqualified nor discriminated against during recruitment and employment solely on the grounds that he/she 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).

The Employing Employee Relatives Policy exists to help eliminate actual or apparent conflict of interest and/or potential cases of favouritism that may result from having relatives of employees

working in the same organisation. Employees shall disclose any identified family relationship between themselves and any other employee.

The Employing Employee Relatives Policy is available on Ashesi's Human Resource Information System for reference and further information.

4.8 Rehiring of Personnel

Former employees who left the University in good standing may apply to be re-hired for any open positions. Applicants for re-hiring must 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 employee shall complete their employee profile on the Ashesi Human Resource Information System.

These records shall form the basis of the 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 (paper and electronic) 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' information is made available to them through the Human Resource Information System. Any additional information not found in the Human Resource Information System may be requested in writing to the Director of Human Resources.

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 type of your employment contract.

Your employee contract will stipulate the allowances and benefits you are entitled to. Employees who work fewer than forty (40) hours per week may not be eligible to receive paid allowances (e.g., University holidays, vacation, or sick leave) and are not eligible for participation in the University's benefits, including but not limited to medical benefits, Family and Medical Leave of Absence and Funeral Benefits.

- **Full-time:** If your position is one that the University anticipates will exist longer than one (1) year and is scheduled to work for forty (40) hours per week with no stated end date you are considered a full-time employee and eligible for full University benefits.
- **Part-time:** If your position is one that is scheduled to work less than forty (40) hours per week you are considered a part-time employee. Part-time employees are eligible for allowances and benefits stipulated in their employment contract. If you are a part-time employee, please refer to your employment contract.
- **Contract (Fixed Term):** If your position is a fixed term one, you are considered to be a Contractor. Contractors are eligible for allowances and benefits stipulated in their employment contract. A job is considered to be Fixed Term if the position has a start and end date. An employee in this position is a Contract 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, Family and Medical Leave of Absence and Funeral Benefits.
- **Faculty:** The term faculty is customarily used in academic and public culture to refer to educational personnel whose primary task is teaching. This definition is also used at Ashesi University. Further definitions of the various sub-categories under this group can be found in the Faculty handbook.

5.3 Job Classifications

The University assigns Staff (non-faculty) positions to job classifications including – Executive Head, Directors (Heads of Departments), Senior Administrative Supervisors, Administrative Supervisors, Senior Administrators, Administrators, Senior Operations Staff and Operations Staff.

For further details on faculty job categories please refer to the Faculty Handbook. 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.

5.4 Probationary Period

During the stipulated probation period, your supervisor will explain your department's procedures and your specific duties. Your performance will be closely evaluated by your supervisor and departmental head 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 minimum probationary period of three (3) months. After three (3) months you will be confirmed, or you will receive a 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 three (3) months.

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.

5.6 Reasonable Accommodation

Ashesi recognizes that employees may need reasonable accommodation to enable them to perform their essential job functions. This may include accommodation for pregnant employees, as well as employees with physical or mental disabilities. Any employee who believes they need reasonable accommodation should notify their Supervisor and the Director of HR. The need for accommodation is determined on a case-by-case basis. Generally, Ashesi and the employee engage in an interactive process with the employee and the employee's healthcare provider(s) to determine and implement reasonable accommodation.

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, faculty handbook and semester class schedules to determine work hours per week.

Non-faculty employees' normal hours of work shall be from 8:00am to 5:00pm, with one (1) 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 supervisor.

6.2 Absence from Work

Employees must inform their Heads of Department and the Human Resource department of their absence from work during official working hours. This must be done in person or on phone and followed up with an email. This must be approved by the Head of Department.

All leave requests must be made and approved through the Human Resources Information System.

6.3 Unplanned Absence

An employee, who is unable to report for work for whatever reason, shall immediately inform his/her Head of Department and/or the Director of Human Resources 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/her salary for the month unless such day(s) of absence is prior approved by his/her Head of Department or is duly covered by a Medical Excuse Duty. As soon as practically possible, a sick leave request should be made through the HR Information System.

Prolonged absence from work without reasonable excuse shall be viewed as a major disciplinary matter. An employee with absences from the office for more than two (2) consecutive weeks without permission will have their appointment terminated.

7.0 EMPLOYEE BENEFITS

Employee benefits listed below are only for Ashesi's full-time employees. These benefits are as follows:

7.1 University Tuition Discount

Employees who have worked at the University for at least one (1) year will receive a ninety percent (90%) discount for up to three (3) 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 by the supervising Executive Committee member, an employee may be recommended for further training by the immediate Supervisor.

The Annual Training and Development Plan, which is developed from the Performance Management System, input from a supervisor, the DHR and other needs of the University shall also serve as a basis for recommending a training programme 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. An employee who wishes to attend a course/school/etc. on his/her own can request formal authorization from the University through his/her Head of Department.

7.3 Subsidized Meal

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

7.4 Medical Benefits

Employees are covered under Ashesi's comprehensive medical plan. This includes coverage for one (1) spouse and up to three (3) legal dependents. Details and extent of coverage can be obtained from the Health Centre.

7.5 Social Security Contribution

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

7.6 Pension Plans

The University shall have an additional pension plan to supplement the Social Security and National Insurance Trust pension scheme. This shall be a contributory scheme in which an employee may 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 the University's appointed Fund Supervisor(s). 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 in work-related assignments outside their normal workstation 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 Head of Department and will be subject to the allowance guidelines outlined in Ashesi's Finance manual.

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 Head of Department, Chief Operating Officer or President and the Director of Finance.

Refer to the Finance Department for further details and the approval process related to official business travel.

7.9 Funeral Benefits

In the event of the death of a full-time employee, a funeral grant is paid to the Next of Kin designated in the Ashesi HR Information System. Where no Next of Kin has been designated, the funeral grant will be paid to the surviving spouse and/or dependent children of the employee. This amount is equivalent to a total of six (6) months' gross salary of the deceased employee. The University will also contribute the Ghana cedi equivalent of two hundred United States dollars (USD200) (as per the University's prevailing internal exchange rate) towards funeral expenses.

In the event of the death of your parent or foster parent, sister, brother, spouse, child, stepchild, ward, father-in-law, mother-in-law, stepparent, grandparent, or grandchild, the University will contribute the Ghana cedi equivalent of one hundred United States dollars (USD100) (as per the University's prevailing internal exchange rates) towards funeral expenses. The University may provide a bus to transport Ashesi employees to the funeral if it is outside the Greater Accra Region. This provision is subject to the availability of a bus and dependent on commitment of more than fifteen (15) employees to attend the funeral.

8.0 SALARY and 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 Loan

Full-time employees, who have worked at the University for at least nine (9) months, including the probationary period, are eligible for a loan, contingent on availability of funds. The University may provide an Employee Loan in a situation 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, employees must complete the applicable Loan Forms. Employees can borrow up to twenty-five percent (25%) of their gross annual salary. The loan will be payable over no more than twelve (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.

Employees are eligible for only one (1) loan at a time. Approval of the loan is subject to available funds of the University and consideration of any extenuating circumstances outside the criteria will be subject to the sole discretion of the University.

8.4 Salary Increases

Faculty members should refer to the Faculty Policy 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. Employees are to refrain from discussing the details of their employment contract with others as part of their confidentiality agreement in their contracts.

8.6 Policy on Internal and External Projects

Ashesi University supports the development and career growth of its employees. In view of this, full-time staff and faculty are encouraged to work on independent projects related to Ashesi University and may be compensated where the project budget allows for payment. Employees are also encouraged to work as volunteers on projects where no compensation may be allocated.

Employees invited to work on projects must follow due processes to be assigned to a project. Refer to the Guidelines on Third Party Partner Projects for more details on these processes.

External Projects

Also, in support of development and career growth, Ashesi employees are encouraged to be involved with projects from other institutions or Universities. While this is encouraged, employees are asked to be mindful of the effect of these additional duties on their work with Ashesi so that their work is not negatively impacted.

Full-time Faculty at Ashesi should refer to the Faculty Handbook for further details on teaching outside of Ashesi, as well as guidelines for research and consulting projects.

9.0 LEAVE

All leave requests must be made and approved through the Ashesi HR Information System.

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 fifteen (15) working days of leave within the academic year. After the first three (3) consecutive years of employment, full-time non-faculty employees are eligible to receive an additional five (5) working days of leave, effective in the fourth (4th) year of employment.

Leave days must be approved by each employee's Supervisor at least two (2) weeks in advance. Employees may roll over a maximum of five (5) unused leave days to the following year and these days must be used in that year. However, the University reserves the right to waive this conditionality.

Every Employee is required to properly hand over pending work and schedules to a colleague as approved by the Head of Department. This arrangement should be clearly communicated to the Director of HR with a copy of the handing over notes. Failure to properly hand over responsibilities may lead to cancellation of leave. The employee who takes over from a colleague during a leave arrangement is required to be the sole correspondent in all work-related issues. Employees on leave will only be contacted in the event of an emergency or leave recall.

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, stepchild, ward, father-in-law, mother-in-law, step-parent, grandparent, or 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 workdays. 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 head may grant leave without pay.

9.3 Sick Leave

A full-time employee is entitled to ten (10) paid sick days per year, pro-rated based on the date of employment. Employees should inform their Head of Department and Director of HR 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 an excuse duty note from a certified medical doctor for any sick leave that is two (2) days or more in duration. 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.

9.4 Maternity and Paternity Leave

Full-time female employees are entitled to twelve (12) weeks maternity leave with full pay, normally commencing no earlier than two (2) weeks prior to the anticipated date of delivery.

Nursing mothers are entitled to reduced working hours consisting of two (2) hours off the working day, to be approved by their Head of Department and the Director of HR until the child is twelve (12) months old.

Male employees are entitled to up to four (4) weeks paternity leave with full pay normally commencing immediately after the spouse delivers up to six (6) months after the child's birth. The University recognizes one (1) spouse per employee.

9.5 Family and Medical Leave of Absence

Upon formal request, the University may approve a full-time employee for leave under Family and Medical Leave of Absence. An employee is eligible for Family and Medical Leave of Absence after employment at the University for at least twelve (12) months. An eligible employee should have worked for at least thirty-five (35) weeks during the previous twelve (12) months period. Under Family and Medical Leave of Absence, your salary (or some fraction thereof) will continue to be paid to you through an emergency fund for the approved period during your absence from work. Family and Medical Leave of Absence salary payments will be structured as follows:

- Employee on Family and Medical Leave of Absence will be paid full salary up to three (3) months
- Employee on Family and Medical Leave of Absence will be paid half of his/her salary after a total of three (3) months' leave up to six (6) months
- Employee on Family and Medical Leave of Absence will be paid a quarter of his/her salary after a total of six (6) month's leave up to nine (9) months

- Employee does not receive any form of payments or benefits from Ashesi University after a total nine (9) months' leave under Family and Medical Leave of Absence

N.B: All payments are subject to statutory taxes and deductions.

You may request Family and Medical Leave of Absence for any of the following reasons:

- birth of your child and to care for the child within one (1) year of birth;
- a child's placement with you for adoption or foster care within one (1) year of placement or adoption;
- to care for one (1) spouse, child or parent (but not parent-in-law), who has a serious health condition; or
- personal 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 Family and Medical Leave of Absence must be submitted in writing to your Head of Department and the Director of Human Resources. If the leave is being requested as a result of the employee's own serious health condition, the employee is required to provide the Director of HR 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 of a Family and Medical Leave of Absence 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 and faculty training and development, an employee who has served for at least one (1) 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 Head of Department with the approval of the Director of HR 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.

Full-time Faculty at Ashesi should refer to the Faculty Handbook for further details on Sabbatical and study leave.

9.7 Recall from Leave

Ashesi University reserves the right to recall an employee from leave based on the needs of the University. An employee recalled from leave shall not forfeit the remainder of the leave. The remaining leave days will be added to their current leave balance, and this may be requested and utilized at another time.

9.8 Statutory Public Holidays

The University observes the following holidays and any other public holiday declared by the Government of Ghana: January 1, January 7, March 6, May 1, Good Friday, Easter Monday, Founder's Day, September 21, Eid-ul-Fitr, Eid-ul-Adha, Farmer's Day, December 25 & 26.

9.9 End of Year Break

The University usually observes an End of Year Break in December each year. The length of this break is determined by the Executive Committee and communicated. This time-off is incremental to Annual Leave days enjoyed by employees.

10.0 PERFORMANCE MANAGEMENT

10.1 Introduction

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

In this context, our performance management system shall be an interplay of how each individual employee's performance helps us to achieve our organizational goals and objectives whilst also developing their own individual capability and ability to perform optimally in their current and future jobs.

The performance management system shall run throughout the academic year and is applicable to all employees who have completed their three-month probation period. Inherently it shall be a continuous and an on-going process and will be carried out throughout the academic 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 endeavor to clearly understand and actively participate 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

Faculty should refer to the Faculty Handbook for their performance appraisal process. The performance appraisal process below is applicable to Staff (non-faculty).

10.2 The Performance Appraisal Policy Purpose

The performance appraisal process provides a means for discussing, planning, and reviewing the performance of each staff member.

Performance appraisals influence promotions and salary increases. It is critical that supervisors are objective in conducting performance reviews and in assigning overall performance ratings. The process is also a good way for employees to self-evaluate themselves and to see how well they performed.

Performance Appraisal Schedule

The Performance Appraisal process spans throughout the whole year. However, there are certain key windows of activity that must be adhered to.

Month	Activity	
August - September	Goal Setting	Employees, with their Heads of Department set their Goals for the year. These Goals must align with the University's Institutional Goals. Key Performance Indicators will be derived from the Goals set for the individual.
January - February	Mid-year Review	Employees update their progress against the Key Performance Indicators and Goals that have been set.
July	End of Year Appraisal	Employees and internal stakeholders complete 360-degree evaluations. Employees and their Heads of Department review performance and achievements over the year in review, and 360-degree evaluations. Based on overall performance, Heads will propose a final performance rating.

The Human Resources Department will communicate the exact dates for each activity window. All submissions will be received by the Human Resources Department by the stated deadline.

Performance Appraisal Process

This is essentially the formal process of reviewing an employee's performance and skills level based on the Goals and Key Performance Indicators and other targets set at the first stage (Goal Setting). The objective is to find out how well the employee performed against the set targets.

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

There are two (2) main processes involved in Performance Appraisal:

- the Goals and Key Performance Indicators achievement evaluation and
- the 360-degree evaluation.

An individual's Goals and Key Performance Indicators are derived from the department's Goals which are also derived from the University's Goals. A good Goals and Key Performance Indicators evaluation is one that has been updated quarterly with achievements against the set goals. This is assessed in the final appraisal period to determine how well the employee has delivered against goals set at the beginning of the year.

The 360-degree Evaluation Form must be completed by an employee's internal stakeholders (supervisor, teammates, colleagues in other departments), and the employee. For the 360-degree evaluation to be effective, a minimum of five (5) submissions must be received for each staff member.

For an effective 360-degree evaluation, submissions must be received from the following stakeholders:

- Yourself
- Your Supervisor/supervisor/Head of Department
- Your colleagues from your team
- Colleagues from a related department (at least two (2)) who can speak to your quality of work and how well you live Ashesi's values

All Heads of Department and supervisors must be assessed by their Direct Reports as part of this process.

The 360-degree evaluation is focused on how well the individual lives Ashesi's values of Scholarship, Citizenship, and Leadership. The elements of the Values assessed are:

1. Scholarship: TEAMWORK
2. Scholarship: SELF DEVELOPMENT
3. Citizenship: USE OF UNIVERSITY RESOURCES
4. Citizenship: RESPONSIBILITY
5. Citizenship: APPLICATION OF ETHICS TO WORK
6. Citizenship: INVOLVEMENT IN THE COMMUNITY'S ACTIVITIES
7. Leadership: TEAM LEADERSHIP
8. Leadership: COMMUNICATION AND DISSEMINATION OF INFORMATION
9. Leadership: INITIATIVE
10. Leadership: TIME MANAGEMENT

The summation of responses received (360-degree feedback report) will be made available on the employee's profile in the HR Information system.

Performance Rating

The outcomes of the two (2) evaluations will be assessed to give a final rating.

Goals Rating:

The Heads of Department will assess the performance of staff against the Goals and Key Performance Indicators set and propose a rating. This rating will be based on a 5-point scale as follows:

5	Exceeding Expectations	Goal completion and Key Performance Indicator achievement levels and accomplishments far exceed normal expectations. This category is reserved for achievements that truly stand out and clearly and consistently demonstrate exceptional accomplishments in terms of quality and quantity of work that is easily recognized as truly exceptional by others. Completion rate for Goal and Key Performance Indicator is above 90%
4	Excellent	Goal completion and Key Performance Indicator achievement levels are frequently above requirements. Accomplishments are regularly above expected levels. Achievements are at a level beyond expectations and the quality of work is uniformly high. Completion rate for Goal and Key Performance Indicator is between 75% to 89% .
3	Good	Goal completion and Key Performance Indicator achievement levels clearly and fully meet all requirements in terms of quality and quantity of work. It can be described as good and productive achievement, with thorough and on-time results. While minor deviations may occur, the overall level of achievement meets all requirements. Completion rate for Goal and Key Performance Indicator is between 60% to 74% .
2	Improvement Needed	Goal completion and Key Performance Indicator achievement levels are noticeably less than expected. Achievement meets some requirements but does not fully meet all of them. The need for further development and improvement is clearly recognized. Completion rate for Goal and Key Performance Indicator is between 45% and 59% .
1	Poor performance	Goal completion and Key Performance Indicator achievement falls short of expectations. Very few requirements were met leading to low achievements. Completion rate for Goal and Key Performance Indicator is less than 45% .

A Total Score for Goals and Key Performance Indicators will be determined based on the numerical value of Rating given.

360-degree Rating:

The staff member will be assessed on how well he or she lives Ashesi's Values. This is done on a 4-point scale and an average rating is determined. This becomes the employee's 360-degree rating.

Final Performance Rating (PIGEX Scale)

A Final Performance Rating will be determined for each member of staff. This is done by combining the Goals and Key Performance Indicators Rating with the 360-degree Rating. The Final Performance Rating is determined with the following weighting:

KPI Rating (70%) + 360° Rating (30%) = Final Performance Rating (100%).

Final Rating	Definition	
X	EX ceeding Expectations	90% and above
E	EX cellent	75% to 89%
G	GO od	60% to 74%
I	IM provement Needed	45% to 59%
P	PO or performance	Less than 45%

An employee who receives the Poor Performance rating shall be placed on a Performance Improvement Plan in order for him/her to improve his/her performance.

An employee who falls into the Poor Performance rating for two (2) consecutive review periods, or three (3) total review periods over a span of five (5) years, shall have his/her appointment terminated.

Performance Bonus

Each year, the President, the Chief Operating Officer and the Director of Finance will determine the pool of funds available for Performance Bonus. Both the objectives of the performance bonus program and financial resources available will be considered in the decision-making process.

Performance Bonus is used to reward strong outstanding performance. Performance Bonuses will be awarded based on the Final Rating received by the staff at the end of the Performance Appraisal process.

Performance Bonuses are typically paid in July (at the end of the academic year).

Eligibility

To be eligible for a Performance Bonus, an employee must be employed with at least six (6) months of continuous service before the Bonus payment date.

Bonus awarded

A Performance Bonus may be awarded to staff based on their Final Performance Rating as determined from the most recently concluded Performance Appraisal process. It is important to note that the payment of a bonus is subject to the University's ability to pay and is not an entitlement.

Recommended Bonus payouts are as denoted in the table below. This is subject to review based on the pool of funds available and the University's financial position.

Final Rating	Definition	Bonus Payout
X	EX ceeding Expectations	Multiplier rate x Monthly Salary
E	Ex cellent	Multiplier rate x Monthly Salary
G	Good	Multiplier rate x Monthly Salary
I	Im provement Needed	Nil
P	Poor performance	Nil

Note: all bonuses are subject to tax.

Multiplier rates for Bonus payout will be determined each year based on the University's financial standing.

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 and Budget for the year.

10.3 The Appeal Process

If in any case an employee disagrees with his/her Supervisor or Head of Department over aspects of the management of his/her performance and they cannot reconcile their disagreement, the employee could appeal to the Director of Human Resources for a resolution. The Director of Human Resources will constitute a committee of the Director of Human Resources and at least two (2) peers of the complainant's Head of Department to review and make a determination. 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 different from the above. Please refer to the Faculty Handbook 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.

There are two (2) types of staff promotion paths at Ashesi:

1. The first promotion path goes through a **vertical path** which implies movement of an employee from one (1) level to a higher level which will come with more responsibilities, a new title and a new salary.
2. The second type of promotion path is **horizontal**. It may include added responsibilities and a new salary but not a new title.

11.2 Change of Title and Transfer:

1. Changing a job title without any salary increase or change in job description or salary will be called **Amendment of Job Title**. This will be done in support of structural changes within the University or to reflect evolving nature of the job role.
2. **Transfer** will be based on moving an employee from one (1) department to the other in the same Job Level. Job description and job title will be changed with no salary adjustment. This will be at the same level of responsibility and some previous duties may be carried on to the new role.

However, 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/her 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 one (1) year of continuous service

11.3 Procedures

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

- The Director of Human Resources will send out emails to Heads of Department to recommend employees for promotions.
- The Heads of Department must submit to the Director of Human Resources a confidential report on the employee recommended for promotion clearly stating the reasons for the promotion, proposed new role and responsibilities (Job Description). All proposed new job titles must be in line with the organizational structure and job titles of Ashesi University.
- The Director of Human Resources will review recommendations against set criteria (including but not limited to past and current performance reviews, last promotion date, length of time in current role) and submit a shortlist to the Executive Committee.
- The Executive Committee with the assistance of the Director of Human Resources will review and make promotion decisions out of the shortlist. Where necessary a Head of Department may be invited to give additional input on a candidate for promotion.
- Successful candidates will be duly notified formally of the promotion.
- The Executive Committee shall as it deems appropriate request that an employee act in the new role for a period not exceeding three (3) months as a means of assessing the suitability of the recommended employee for the position.
- The employee shall be informed in writing by the Director of Human Resources 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 performance of the employee shall be monitored and reviewed continuously to ensure that he/she does not fail in the new position.

For Faculty promotions, please refer to the 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 Ghana.

Misconduct is unacceptable or improper behavior by an employee. Infractions are grouped into minor and major offences and the applicable decisions shall be per the Executive Committee's approval.

Please note that the examples 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 behaviour or performance is unsatisfactory but falls short of misconduct as defined herein, the employee will first receive an oral warning by the Supervisor. The oral warning must be documented by the employee's Supervisor. A copy of the documented oral warning will be placed on the employee's file with Human Resources. Allowance may be made for reasonable explanations and at the discretion of the Supervisor; 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. An employee who receives a third written warning will face a disciplinary hearing led by a Board

of Enquiry. The outcome of this hearing will be disciplinary sanctions that could include termination of an employee's employment.

12.3 Minor Offences

These are offences which are less serious in nature. However, the frequency of 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 of University telephones and ICT infrastructure for personal business
- Frequent absence from office/premise to town without permission

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 University'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
- Intimate and sexual relations with students
- 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 (2) consecutive weeks without permission from HOD
- 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) and any relevant amendments.

This list of major and minor offences as detailed above is by no means exhaustive. Other misconduct not included may be categorised under minor or major offences based on its severity.

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 duly constituted by the Executive Committee. The Board of Enquiry shall be made up of:

- The Director of Human Resources
- Supervisor / Head of Department of the employee
- At least one member of the Executive Committee
- Any other employee deemed fit to help investigate the issue

A selected member of the Board of Enquiry may recuse themselves from the process if they perceive a conflict of interest in the investigation or have a personal relationship with the employee under investigation that could compromise their ability to serve on the Board of Enquiry objectively.

The Board of Enquiry shall gather and examine all the 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.

If during the process of gathering and examining information the Board of Enquiry encounters new allegations, whether or not they are directly related to the original inquiry, these allegations may be incorporated into the Board of Enquiry's investigation and subsequent report.

The Board of Enquiry shall submit a detailed report stating its findings and recommendations to the Executive Committee through the President.

The Board of Enquiry shall endeavor to complete its process within 2 months of its first convening meeting. However, if additional time is needed, the Board of Enquiry shall promptly advise the President and Executive Committee accordingly, with a revised timeline for completion.

The Director of Human Resources plays a facilitating role at hearings and not a decision-making role.

The employee may invite a third party to accompany them during Board of Enquiry proceedings. However, this third party is only permitted to provide support to the employee and cannot participate in deliberations. They are not authorized to speak on behalf of the employee. The

Board of Enquiry reserves the right to request the removal of the third party if their conduct is found to disrupt the process.

12.6 Interdiction

An interdiction occurs when an employer instructs an employee to step aside from performing his/her normal duties. An employee may be interdicted when disciplinary proceedings are being undertaken or about to be undertaken. During the period of interdiction, at the discretion of the Executive Committee, the interdicted employee may receive 50% of their salary or their full salary.

An employee who is being investigated by a Board of Enquiry 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.

An employee who does not turn up for any investigative or disciplinary hearings during the interdiction without approval will be considered as being on unauthorized absence. Such an employee will not receive pay for any period of unauthorized absence.

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

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

12.7 Appeal

The employee involved may submit a written appeal letter to the Director of Human Resources, clearly stating the grounds for appeal, within five (5) working days upon receipt of the disciplinary letter. Appeals may only be made on the basis of new evidence or procedural errors. Third parties are not permitted to lodge appeals on behalf of the employee.

Upon receipt of the letter of appeal, the Director of Human Resources shall notify the Executive Committee in writing. The Executive Committee shall determine whether or not to grant the appeal. If the appeal is granted, the Committee will constitute a Board of Appeal. The Board of Appeal shall be made up of:

- The Director of Human Resources
- A Head of Department
- At least one (1) member of the Executive Committee
- Any other employee deemed fit to help investigate the issue

Apart from the Director of Human Resources all other members of the Board of Appeal should not have been part of the Board of Enquiry that initially ruled on the employee's case.

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. The Director of Human Resources plays a facilitating role at hearings and not a decision-making role.

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 to the immediate Supervisor. The Supervisor 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 attention of the Director of Human Resources, orally or in writing. The Director of Human Resources 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 Supervisor is inappropriate, why it should be modified or overturned, and the resolution you are seeking. Your Supervisor, 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 (5) 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 (2) 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 Supervisor is incorrect and why it should be modified or overturned. Your Supervisor 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 (3) days following the completion of its hearing(s), the panel will provide a decision to the employee in writing with a copy to his Supervisor. Decisions rendered by the Grievance Review Panel are final. Fraudulent and dishonest grievance reports will be treated as a major offence as described in section 12.4 (Major Offence) of this document.

14.0 HEALTH, WELLNESS AND SAFETY

The University will do its best ability to 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.

14.1 Pre-employment Health Screening

- **Full-time Employees:** The University reserves the right to make arrangements with a health facility of its choice to conduct pre-employment health screening for new full-time employee. The University is committed to paying for the pre-employment health screening for its full-time employees and the Health Center will lead the process. All new employees may be requested to test for communicable/infectious diseases and the results will be kept confidential between the employee and the health team. This will by no means affect an employee's contract.
- **Part-time and Contract Employees:** All employees under this category must declare their health status by filling out a medical form at the Health Center. All employees on contract must ensure that they are on a valid health insurance scheme.

14.2 Employee Wellness

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. In compliance to this policy, all staff must endeavour to have a yearly comprehensive health and wellness examination done by a reputable medical institution and are obliged to provide all known medical information to the health team.

All employees must also endeavour to participate in health events organized by the health department including but not limited to screenings, lectures and seminars.

Drinking alcohol and smoking are not allowed on any premises of Ashesi University.

In case of any health-related issue please contact the Health Center.

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. As representatives of Ashesi, we must practice honesty and integrity in fulfilling our responsibilities and observe high standards of business and personal ethics in the conduct of our duties and responsibilities. It is the responsibility of each employee to demonstrate conduct in a manner that will contribute to the success of Ashesi and its employees.

The code of conduct is intended to provide guidelines for the professional, ethical, legal and socially responsible behavior 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, electronic communications, 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 identities of colleagues at Ashesi.

The Privacy Policy is available on Ashesi’s HR Information System for reference and more information.

15.4 Official Communication

All enquiries by third parties (example, the media) regarding any happenings in the University must be referred to University Communications. Under no circumstance should any other employee communicate to other third parties on happenings / issues in the University without the approval of the Director of University Communications or the Executive Committee.

15.5 Dress Code

Our dress code is simple: dress appropriately for professional work. We generally dress Business Casual; however, Business Formal is also perfectly acceptable.

At Ashesi, we are engaged in a mission to educate ethical, entrepreneurial leaders for Africa. We accomplish that mission, in part, by modelling the behavior we would like to see among our students and alumni. Here is what we ask of our students, and as faculty and administrative staff, we must live up to or exceed this standard:

"By appropriate dress, we mean that students should dress as befits future leaders of Africa. In the same way that one does not wear a swimsuit to one's workplace, students should not dress for classes as though they were going to a night club, for example. Sexually provocative clothing and unkempt clothing is generally frowned upon here at Ashesi University. Lounge and sleepwear are also prohibited on the administrative and academic side of the campus. Please pay attention to the way you carry yourselves, because it is an indication of your values and self-esteem. It also reflects on your Alma Mater and will affect your level of pride, or shame, about being a graduate of Ashesi University. Remember, you only get one opportunity to make a first impression."

What not to wear:

1. Anything see-through, backless, too tight, or too short.
2. Cold shoulder tops, torn clothing or clothing with cut-outs.
3. Yoga pants, leggings, muscle tops, or anything you would wear to the gym.
4. Pyjamas
5. Anything too baggy
6. Flip-flops
7. Clothes that are stained, dirty, wrinkled/un-ironed, or ripped.
8. Be clean shaven or maintain a well-trimmed beard and moustache.
9. Bright hair dyes and excessive jewelry or piercings that could draw unnecessary attention.
10. Avoid anything you have doubts about in terms of appropriateness. Exercise good judgement in your choice of clothing.

The way you look reflects who you are as an individual. Your dress code affects how others view you.

15.6 Harassment

We expect all employees and persons who work for or on behalf of Ashesi to accomplish their work in a professional, respectful, and businesslike manner. All employees have a duty to prevent and report harassment in the workplace. The University seeks to sustain an environment in which harassment has no place. Those who harass others will be subject to serious sanctions, which may include disciplinary hearings leading to suspension or dismissal.

Harassment in General

Harassment is any improper and unwelcome conduct that might reasonably be expected or perceived to cause offence or humiliation to another person. It may be an ongoing pattern of behaviour, or it may be a single act. ¹

Harassment can take many forms: verbal, visual and physical. It needs to be emphasized that harassment can be and often is nonphysical, including words, pictures, gestures, cyberbullying, and other forms of expression.

To count as harassment, such expression must be reasonably regarded as

- (a) taunting, vilifying, or degrading whether
- (b) directed at individuals or groups and
- (c) where reasonable people may suppose that such expression harms its target(s) by substantially interfering with their peaceful enjoyment of community or terms of employment.

Sexual Harassment is defined as any behaviour of a sexual nature that affects the dignity of a person, which is considered as unwanted, unacceptable, inappropriate and offensive to the recipient and that creates an intimidating, hostile, unstable or offensive work environment. ²

15.7 Conflict of Interest

15.7.1 Outside employment carried out by a full-time employee of Ashesi University 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 Director of Human Resources.

15.7.2 Where a staff, faculty member or his/her family holds a financial interest in a company conducting business with Ashesi University this information must be disclosed.

15.7.3 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 Human Resources and discussed with the Executive Committee.

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

15.8 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 Information Technology Department for a copy of the acceptable standards in Information and Communication Technology usage.

15.9 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 is prohibited between employees and students.

15.10 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 this 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 Director of Human Resources 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 DHR in writing.

15.11 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.

15.12 Giving and Receiving of Gifts and Bribes

The University 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. Gifts include holiday hampers and branded items.

Employees may receive gifts from service providers including hampers and branded goods. Such gifts must be disclosed to the Director of Human Resources and the employee's Head of Department.

Any employee found to be engaged in these acts shall be sanctioned accordingly.

16.0 WHISTLEBLOWING AT ASHESI

Ashesi University is committed to educating ethical and entrepreneurial leaders, cultivating critical thinking skills and concern for others and the courage to transform the continent through its students. This commitment extends to all its employees, faculty, stakeholders, affiliations, third parties and interested associations.

Ashesi is committed to operating in compliance with all applicable laws and regulations and prohibits illegal or fraudulent practices by any of its board members, employees or volunteers. All Ashesi employees must promptly report any illegal or fraudulent situation that the employee becomes aware of or has reason to believe may exist. The report may be submitted anonymously or not (at the discretion of the reporting employee) to either the President, the General Counsel or the Director of Human Resources.

Ashesi will maintain the confidentiality of such reports to the extent feasible in view of its need to investigate and take applicable corrective action.

No Retaliation or Reprisals

No Ashesi employee or Executive Committee member may take any adverse action against an employee for reporting an incident. An adverse action is any action that would dissuade an employee from raising a concern about a possible violation or illegal activity. This could include threats, harassment or any discriminatory action against the terms and conditions of the person's employment. If an employee has reason to believe that they have been subjected to retaliation, the employee must immediately report such matters to the Director of Human Resources.

17.0 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 sixteen (16) years shall be employed by the University and no person under age twenty-one (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, 2003 a copy of which is available in the office of the Director of Human Resources.

18.0 TERMINATION OF EMPLOYMENT

Employment at the University may be terminated on grounds of any of the following reasons:

18.1 Resignation

An employee not on probation may resign his/her appointment by giving two (2) months' notice of his/her intention to do so or by paying the University a sum of money equivalent to two (2) 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 (1) month.

18.2 Termination

Faculty members should refer to the termination clause outlined in their employment contract. The University may give two (2) months' notice in writing to a non-faculty employee to terminate his/her 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 one (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.

18.3 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 dismiss an employee without notice or pay in lieu of notice for misconduct.

18.4 Termination for Absenteeism

Employees absent from work for a continuous period of two (2) weeks without due notice will be deemed to have abandoned their job and the employment contract will be terminated.

18.5 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, programmes, or functions, or curtailment of one or more programmes or functions.

A three (3) months notification of layoff will be provided to an employee whose role has been declared to be redundant and the appropriate redundancy pay as determined by the Executive Committee shall be paid.

18.6 Retirement

Compulsory retirement shall be at age sixty (60) as determined by the Laws of Ghana.

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

18.7 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 Director of Human Resources. The employee will be sent an Exit Checklist through the HR Information System. It is the responsibility of the employee to complete the Exit Checklist before their last day of work.

Where possible an Exit Interview shall also be conducted by his/her Head of Department and Director of Human Resources.

19.0 OTHER POLICIES AND PROCEDURES

There exist in Ashesi several other staff-related policies, procedures and checklists. These are issued through job descriptions, memos, notices and other communication means available in the University.

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

20.0 YOUR FEEDBACK

We continually strive to improve the services we provide to the University community and encourage you to call or e-mail the Director of Human Resources(hr@ashesi.edu.gh) with questions, concerns or suggestions. 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 indicate 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 Supervisor, Head of Department or the Director of 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 and must not be disclosed, reproduced in any form without the express authority and approval of the Executive Committee.