



GHANA COMMUNICATION TECHNOLOGY UNIVERSITY

Administrative Procedures Manual

(2024)

GHANA COMMUNICATION TECHNOLOGY UNIVERSITY

ADMINISTRATIVE PROCEDURES MANUAL

Ghana Communication Technology University (GCTU)

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Published on authority by Council

Cover and Layout Design by
University Relations Directorate, GCTU

FOREWORD

This Administrative Procedures Manual is intended to guide administrative staff in their decision-making process in the academic enterprise of the University. In the university setting, the main decision-making process is through Boards and Committees as defined by the enabling laws of the University. The Manual is thus intended to assist Administrative Staff with Committee Management, Human Resource and other administrative guidelines for the achievement of efficiency and effectiveness.

This Administrative Procedures Manual is borne out of the University's quest to ensure adherence to established administrative processes, procedures and practices covering university administration. It also serves as a guide for the orientation of newly employed staff of the University, both administrative and academic.

The Administrative Manual is not exhaustive of the matters contained therein and should be used in tandem with the Statutes and other regulations of the University.

It is my hope and expectation that the Manual would add value to the wide range of materials available to administrators in the University and help to improve the efficiency and effectiveness of the University administrator through the proper interpretation and implementation of policies and procedures.

PROFESSOR EMMANUEL OHENE AFOAKWA
VICE-CHANCELLOR

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1.0 Guidelines for the Preparation of Agenda and Conduct of Meetings.

1.1 Committee

A Committee is defined by Daniel and Effah (2009, pp. 46) as “a group of people who are chosen, usually by a larger group, to make decisions or deal with a particular subject.” Committees come in different forms, with different concerns, and approaches to business. Tenure is determined by the enabling instrument which also regulates frequency of meetings, and the minimum membership to serve on a committee and the number to be present to give validity to proceedings.

Boards have ultimate decision-making authority, while Committees advise and make recommendations. The Boards hold power to approve or reject proposals or recommendations of the Committees. The University has both.

1.1.1 Purpose of Committee

Committees are formed to achieve specific purposes among which are the following:

- a. Mechanism for shared work
- b. Mechanism for an in-depth study of a given subject
- c. A means to obtain expert opinion
- d. Forum for leadership training

1.1.2 Types of Committees

Committees can be classified into the following types:

- a. Standing Committee – It is permanent and represents a construct of the law/statute for addressing anticipated matters and classified as Statutory Committees.
- b. Ad hoc Committee – This type of committee is temporary and formed to respond to an unanticipated development and therefore, dissolves after the event.

1.1.3 Membership of Boards/Committees

Membership of committees is formed as per an enabling instrument. It may be as follows:

- a. By appointment – for instance, various organs/bodies and entities nominating their representative to serve on University Council.
- b. Ex Officio
 - i. By virtue of their office, the Vice-Chancellor is a member of Council.
 - ii. The Dean is the Chairperson of the Faculty Board.
 - iii. In the absence of the substantive Dean, anyone acting as Dean assumes the Chairperson.
- c. By nomination, some constituencies nominate their members.
- d. By Election, other constituencies elect their members.
- e. By Co-optation, the enabling instrument allows categories not provided for in the representation to be co-opted, as needed. This is the usual procedure to come by contribution in the form of expertise, or a different perspective, or even gender that is otherwise lacking.
- f. In Attendance, the enabling instrument requires a secretary or other management staff to provide services to the committee, usually in a non-voting capacity.

1.1.4 Constituting the Committee

A committee becomes operational when the representatives are written to and appointments accepted. In some cases, the enabling instrument or statutes provides for the names to be communicated to some central authority for the committee to be formally constituted. Committees are usually:

1.1.4.1 Representational

Comprising elected individuals from constituencies, or from the academic departments, senior and junior faculty as well as the administration.

1.1.4.2 Select

Drawn from one subject area or related subjects; e.g. the Membership of Faculty Board is a select group

1.1.5 Tenure of Committee

The tenure of a standing committee may be a fixed term, and more often renewable and is vacated or abrogated only by resignation, death, other forms of unavailability, or at term's end. In the case of ad-hoc committees, the tenure comes to an end when the reason for its establishment is achieved

1.1.6 Calendar of Committee

The Calendar of Committee in the University are regulated by:

- a. Law or statute
- b. An internal schedule; and
- c. For an ad hoc committee, as agreed between the members.

1.1.7 Quorum

Quorum is the minimum number of attendees required for a meeting to proceed and for the outcome to be binding. Unless otherwise stated, quorum is, by law, majority of the membership.

1.1.7.1 Terms of Reference

The Terms of Reference or Mandate defines a Committee's orientation, which could be one or the other of the following:

- a. Consultative
- b. Fact-finding
- c. Adjudicatory
- d. Disciplinary
- e. Planning
- f. Implementation

1.2 Agenda

Agenda originates from a Committee's Terms of Reference and other legitimate sources, to be distributed to the Membership and others in attendance in time for a meeting. Agenda must at all times fall within the terms of reference, otherwise decisions are invalid for being ultra vires.

1.2.1 Purpose

Agenda of meeting serves the following purposes:

- a. Indicating notice of an impending meeting
- b. Listing of business to be transacted.
- c. Providing opportunity for study and preparation for a meeting
- d. Providing information to assist decision-making; and
- e. Focusing on precisely what is required of the committee.

1.2.2 Distribution

Agenda is distributed to the following:

- a. The regular Membership
- b. Co-opted Members
- c. Others, as required by the enabling instrument.
- d. The management of the institution.

1.2.3 Issuance of Agenda

- a. In some cases, there is legal stipulation.
- b. Without any legal stipulation, the agenda should be issued sufficiently in advance to allow study, at least 7 days for a big agenda or for Membership that is widely dispersed.

1.2.4 Internal Source for drafting Agenda

- a. Confirmation of Minutes, as circulated
- b. Matters arising from the Minutes, as circulated.
- c. Business of the Day, as listed.
- d. Any Other Business (AOB)

1.2.5 External Sources for drafting Agenda

- a. Minutes of sub-committees
- b. Items from sub-committees requiring action, to be listed as such.
- c. New business i.e. matters referred from other sources within or outside the institution.

1.2.6 Confirmation of Minutes

- a. The draft, as reviewed with the Chairperson, would be circulated.
- b. Proposal for amendment, as received, to be listed. This is an opportunity for others to make oral contributions.
- c. Time is saved if the draft circulated had inputs from others besides the Chairperson.

1.2.7 Agenda Re-ordering

A committee cannot be held down to any order of its agenda. In its discretion, the agenda may be re-ordered to suit the board's convenience.

1.2.8 Matters Arising

- a. Provide a listing of such business in the agenda. This helps to avoid members looking through the now confirmed minutes for unfinished business;
- b. Additional information required to conclude unfinished business must be circulated seven (7) days in advance, except in extraordinary circumstances as determined by the Chairperson; and
- c. Business concluded may still be revisited at the instance of any member.

1.2.9 Business of the day

- a. To be listed in the logical sequence. If decision on item B depends on item C, then C should come before item B.
- b. Routine matters may be listed first, to get them out of the way for available time to be spent on matters of substance.

1.2.10 Any Other Business (AOB)

- a. By definition, AOB is business that could not be anticipated in the circulated agenda.
- b. At the commencement of the meeting, the Chairperson may call for such items to be listed.
- c. AOB is to give notice of a subject to be listed in a future agenda, not to invite a decision, though commencement of discussion is not precluded.

- d. Decision taken under AOB can be challenged for their validity. Those who could not attend can argue that they would have made time for the meeting if the subject had been listed.

1.2.11 Document Identification

For an orderly meeting and eventual traceability, paper-identification is useful. For example, supporting papers may be labelled i.e. A B Agenda 3 (Paper 1) / 2017 may refer to the third Academic Board meeting of Year 2017. The brackets identify the first of the supporting papers, circulated with this agenda.

1.3 Arrangements for Meetings

Several activities must precede a meeting including choice of a venue to be indicated in the agenda notice. The committee must be provided with everything it needs for staying focused.

1.3.1 Venue

The Secretary, in consultation with the Chairperson, should determine a venue to suit each meeting. Selection of venue should be done in advance, and to be indicated in the agenda. The mode of the meeting can be in-person or virtual.

1.3.2 Materials

It is the responsibility of the Secretary to ensure the availability of the following:

- a. Extra copies of the Agenda.
- b. Extra copies of Minutes to be confirmed.
- c. Reference documents including relevant laws, statutes or regulations.

1.3.3 Refreshment

Provision of adequate refreshment is the responsibility of the Secretary.

1.3.4 Staff

A supporting staff preferably a messenger or other office-help to be posted within sight or reach.

1.4 The Meeting

The objective of a meeting is to share information, seek views of attendees and/or focus on solutions to problems. A successful outcome of meetings depends in part on the pre-meeting arrangements.

Meetings must be managed for the successful outcome and ensure that the following tenets are adhered to. They are:

1.4.1 Decisions

Decisions may be reached through motion, counter motion, resolution, voting and / or consensus. Formal motions and resolutions require tabling of one viewpoint for adoption. A vote is inevitable where there are entrenched positions. Review the issues discussed and restate agreement reached and action to be taken by whom and when. This could also be done after each item during the meeting.

1.4.2 Minutes

Minutes are a record of proceedings of a meeting. More than decisions, minutes report the proceedings at a meeting. They are more helpful when, by and large, the membership can identify with them. It serves as a historical and legal document, which is a source of reference and a guide for management. A Secretary is responsible for writing the minutes. Minutes are taken according to the house style as demonstrated in Appendix I.

1.4.3 Approval of Minutes

- a. Approved minutes require that certain characteristics must be in evidence:
 - i. Authenticity. Internal evidence of a meeting having taken place, showing the attendance list, venue, time and statement of proceedings
 - ii. Promotion of corporate spirit. A write-up with which the entire membership would want to identify with.
 - iii. Accommodation. A balanced write-up reflecting the ideas that emerged, the compromises, the consensus and the misgivings, if any.
 - iv. Conciliator. Taking out fractiousness
 - v. Elegance. Avoidance of abusive, pejorative and abrasive language.
 - vi. Undue flourish or verbose
- b. Unambiguity – For management’s use, decisions arrived at should be stated in terms that leave no room for doubt.

- c. Signature of endorsement by the Chairperson, Secretary or both.

1.4.4 Action on Minutes

Decisions must be followed up to achieve the purpose of the meeting. These actions include circulation of minutes (in time before the next meeting), follow-up, and file action. If action is to be taken by another officer, the file with excerpts inserted may be passed on to the officer concerned. An action and responsibility matrix should be developed and circulated within three (3) working day of the meeting's completion. Secretaries must follow up to ensure all actions are completed before the next meeting.

1.5 Useful Suggestions for Composing Minutes

1.5.1 During Meeting

- a. Present – A Secretary must ensure that members present are fully captured by placing an attendance book at the entrance of the meeting place or a paper passed round for names to be entered and signed to ensure a full list. This must include names with full initials and formal titles (e. g. Professor, Dr, Mr, Mrs, or Ms) to add to authenticity.
- b. In Attendance – A second list will be signed with names and signatures, so headed, that identifies non-members, who are also present, to follow directly after “Present”; and
- c. Absent – A third list, so headed, identifies members who are unable to attend. If known, the reason for absence may be indicated against each name (e.g. with apology, indisposed, out town, etc.) When absent, non-members may not be listed.

1.5.2 Before Meeting

- a. The Secretary must prepare the Agenda in consultation with the Chairperson and circulate same, indicating date, time and venue.
- b. The Secretary must hold final consultation with Chairperson on the agenda.

1.5.3 Meeting Day

The Secretary must:

- a. Report 15 minutes before the start of the meeting to make sure there is a place for everybody;

- b. Maintain a line of communication with the Chairperson to confer where necessary.
- c. Have ready at hand a copy of the enabling instrument, especially, the Committee's Terms of Reference for consultation, as necessary;
- d. Prompt the Chairperson when there is a quorum.
- e. Have minutes book ready for signature.
- f. In cases where audiovisual recording will be required, the Secretary with approval of the Chairperson will announce it to the Committee for a decision to be taken.
- g. Announce the time and place for the next meeting where applicable.

1.5.4 After Meeting

The Secretary must:

- a. Clear meeting place of all confidential materials.
- b. Proceed to draft the minutes as soon as practicable.
- c. Notify all parties from whom action is expected or information is due.
- d. Submit the draft minutes to Chairperson for review within three (3) working days.
- e. Begin preparation for next meeting.

1.6 Memoranda Writing/Position Paper

1.6.1 Purpose

Universities, like any other organisation, operate with new ideas. Memoranda/Position Papers are used to express opinions which lead to policy change after consideration by appropriate committee(s).

Memoranda/Position Papers assist to:

- a. Give fresh ideas for improvement (innovations), stop or discontinue with a practice that is unacceptable.
- b. Bring an issue up for discussion.
- c. Set the tone for policy initiation, and
- d. Present research findings (needs assessment, survey) where necessary

1.6.2 Features of a Memoranda/Position Paper

Memoranda should:

- a. Have a precise title
- b. Identify a real problem.
- c. Should bring out how the problem should be tackled.
- d. Bring out appropriate remedies to the problem.
- e. Have an appropriate introduction to bring out the background of the concept/problem/idea clearly.
- f. Recommend solutions or suggestions to be implemented.
- g. Provide references for all cited work.

1.6.3 Procedure for Sending Memoranda/Position Papers

When submitting a Memorandum/Position Paper:

- a. Let your immediate Head of Department/Section/Unit be aware of your memoranda before it is sent out.
- b. Sign the memoranda and keep a copy for future reference.
- c. All Memoranda/Position Papers should be submitted to the Registrar (both hard and soft copies) through your immediate Head of Department/Section/Unit within seven (7) working days.

1.6.4 Review Process

The following procedures shall be adopted to review all Memoranda/Position Papers:

- a. All Memoranda/Position Papers received would be forwarded to the Peer-Review Committee of the Registrar's Offices;
- b. The Review Committee will give feedback to Senior Members indicating acceptance or otherwise with appropriate recommendation(s);
- c. A database of all Memoranda/Position Papers received will be kept at the Registrar's Office.

1.6.5 Responsibilities of Senior Members

There is the need to ensure that each Senior Member is encouraged to submit Memoranda/Position Papers. To this end, Senior members are to:

- a. Identify areas of concern within and outside the university that need to be changed, or alternative solutions or best practices required;
- b. Draft ideas and consult with the data base at the Registrar's Office and / or relevant documents (statutes, policies, research published) and identify the missing gaps.
- c. Consult relevant persons with the right institutional memories or your mentor for advise if applicable;
- d. Form appropriate team(s) if feasible and if required;
- e. Identify the required strategies or methodologies to adopt to address the issue;
- f. Conduct needs assessment or appropriate research tools to investigate the phenomenon using a scientific approach;
- g. Use ethical methods in gathering data and interpret data in a professional way to make your case;
- h. Develop an appropriate Appendix where applicable. If a new policy document/template/instrument/questionnaire is being proposed or changed, it is appropriate to submit a draft for consideration;
- i. Ensure peer review of papers before submission.

1.6.6 Responsibilities of the Review Committee

The Review Committee are mandated to:

- a. Indicate whether the Memoranda/Position Papers submitted are clear, relevant and suitable to be forwarded for consideration by appropriate Committees(s);
- b. Support staff to enrich the content of Position Papers or Memoranda)
- c. Provide written, objective feedback with recommendations (where necessary) in a timely manner on the quality of the submission made;
- d. Maintain the confidentiality of the review process;
- e. Consider any other issue that would facilitate the process;
- f. Submit Periodic Reports to the Registrar.

2.0 Administrative Procedures for Decision Making

2.1 Academic Decisions

All decisions of an academic nature emanating from the Faculty Boards are in the form of recommendations to the Academic Board for final consideration. It is necessary to ensure that

it is only the Vice-Chancellor who can give administrative approval on issues. It is therefore necessary for administrators to ensure that all items from the respective committees to either the Academic Board or the University Council have been considered by the sub-Committees of the Academic Board or Council.

Issues considered by the Academic Board include:

- a. Approval of Graduating Students
- b. Approval of External Examiners
- c. Establishment of New Departments
- d. Approval of Scholarships and Prizes
- e. Approval of New Academic Programmes
- f. Establishment of Academic Chairpersons

2.2 Appointments and Promotions

Applications for Appointment/ Renewal of Appointments/ Confirmation of Appointments/Promotion of Faculty begins at the Department level to the Faculty Appointments and Promotions Committee (FAPC). These applications are reviewed by the FAPC and recommendations submitted to the University Appointments and Promotions Committee (UAPC) where the final decision on the applications are taken. For appointment or promotion to Professorial ranks, the UAPC makes recommendation to the Council for final decision.

However, applications for appointment of Senior Administrative and Professional Senior Members are first received at the Office of the Registrar and considered by the Registry Appointments and Promotions Committee (RAPC) for consideration. Recommendations from the RAPC are submitted to UAPC for consideration. For appointment or promotion to Deputy Registrar and analogous ranks, the UAPC makes recommendation to the Council for final decision.

Appointments and promotion of staff are considered by the Appointments Committee for Senior and Junior Staff. Applications emanating from the units of the University are sent through the Head of Department/Unit to the Director of the Directorate or Dean of Faculty/School or Director of Institute/Centre to the Office of the Registrar for processing.

Applications for appointment and promotion of staff from stand-alone Units/Departments are sent through the Head of Unit/Department to the Office of the Registrar for processing.

2.3 Conditions of Service

Issues pertaining to the Conditions of Service for Senior Members are addressed through the Heads of Department, Deans, to the Office of the Registrar. Administration of Conditions of Service of staff are addressed through the respective Head of Department/unit to the Director of the Directorate or Dean of Faculty/School or Director of Institute/Centre to the Office of the Registrar for processing.

Issues relating to the Condition of service of staff from stand-alone units/Departments are sent through the Head of unit/Department to the Office of the Registrar for processing.

2.4 Communication Channels

All communications emanating from the Head of Department/Unit (Administrative) go to the Director of the Administrative Directorate and then to the Registrar. All communications emanating from the Head of Department/Unit (Faculty) go to the Dean of Faculty/School or Director of Institute/Centre and then to the Pro Vice-Chancellor.

2.5 Faculty/School/Centre/Institute Administration

Faculty Administration encompasses academic, human capital, financial and general duties.

2.5.1 Academic Duties at the Faculty/School

Refer to Statutes.

2.6 Procedures for Appointment and Promotion of Academic Senior Members

- a. Refer to Statutes.

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ISBN:9964303742

<https://robertsrules.org/robertsrules.pdf>

APPENDIX 1

**GHANA COMMUNICATION TECHNOLOGY UNIVERSITY (GCTU)
MINUTES OF MEETING HELD ON AT THE
..... AT**

NO.....

1.0 MEMBERS PRESENT

No	Name	Title

1.1 IN ATTENDANCE

No	Name	Title

1.2 APOLOGIES

No	Name	Title

BUSINESS OF THE DAY

NO	ISSUE	ACTION BY
2.0	OPENING	
3.0	ADOPTION OF AGENDA	
4.0	CONFIRMATION OF MINUTES	
5.0	MATTERS ARISING	
5.1		
5.2		
6.0	NEW BUSINESS	

