BOWEN UNIVERSITY
IWO, NIGERIA

REGULATIONS GOVERNING THE APPOINTMENTS AND PROMOTIONS OF SENIOR STAFF

August 2017
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1.0 APPOINTMENTS

1.1 Procedure

1.1.2 Appointments to any established senior staff position in the University shall normally be through advertisements and interviews.

1.1.3 In consultation with Deans of Faculties and, in turn, Heads of Department, the Registrar shall compile a list of approved vacancies in the various departments.

1.1.4 In respect of any vacancy to be filled, the Heads of Department shall state clearly the requirements for each post. The Registrar shall not release any advertisement without prior approval of the Vice Chancellor.

1.1.5 After the closing date, the Registrar shall forward the applications received to the Deans of Faculties, who shall in turn send the applications to the various Heads of Department, for short-listing.

1.1.6 The Deans shall return all applications, together with the shortlists to the Registrar.

1.1.7 The Registrar will compile all such recommendations from Deans to the Vice-Chancellor for consideration and approval. The approval will also include actual dates for the interviews.

1.1.8 In the case of non-teaching positions, the Registrar shall send the applications to the appropriate Heads of Department.

1.1.9 The Registrar shall next invite both the short-listed candidates and the interview panelists to the interview as approved by the Vice Chancellor.
1.2 **Temporary Appointment**

1.2.1 Upon recommendation by the appropriate Head of Department and Dean of Faculty, a temporary appointment to a senior staff position for a period not exceeding one year may be made by the Vice Chancellor.

1.2.2 The process of regularization of a temporary appointment shall normally be completed within the one year appointment period. Also any request for extension can only be granted by the Appointments and Promotions Committee.

1.2.3 All regularizations shall be backdated to the date of commencement of temporary appointments.

1.2.4 The temporary service of a person appointed to an established post (academic and non-teaching) may count as part of a period of probation or of the initial period of tenure, provided that the period of probation has been rendered in the same Department into which the person is being appointed, and the service is relevant to the Department.

1.3 **Medical Fitness**

All appointments shall be subject to successful medical examinations arranged by the University.

1.4 **Effective date of Appointment**

The effective date of an appointment shall be the date when the appointee assumes duty and notifies the Registrar.
1.5 Appointment of Teaching Assistants

(a) A candidate for the post of Teaching Assistant must possess a minimum of Second Class Upper Division of Bowen University and must hold a letter of admission to a postgraduate programme in a recognised university.

(b) A candidate for appointment to the post of Teaching Assistant must register for a higher degree.

(c) The appointment shall be for one year in the first instance renewable annually for a maximum of two years and subject to a satisfactory report on the postgraduate programme.

(d) A Teaching Assistant is not eligible for confirmation of appointment.

(e) Unless released by the University, a Teaching Assistant shall sign a bond to serve the University for a period of two years for each year of appointment and sponsorship as a Teaching Assistant.

1.6 Appointment of Assistant Lecturer

Appointments to the post of Assistant Lecturer shall be made on the following basis:

(a) A candidate for appointment to the post of an Assistant Lecturer must be a holder of either M.Phil. or a Master’s degree from a recognized university. Such a candidate is expected to register for the research degree within one year of appointment.

(b) A Teaching Assistant who has changed his postgraduate registration from Masters to Doctorate may be appointed as
Assistant Lecturer.
(c) Appointment to the position of Assistant Lecturer shall be temporary, subject to renewal annually.

1.7 Appointment of Lecturer II
Appointment to the post of Lecturer II shall be made on the following basis:
(a) A candidate for the post of Lecturer II shall normally possess a PhD degree from a recognized University or an acceptable relevant professional qualifications.
(b) A candidate with professional qualification(s) in Law and College of Health Sciences may be appointed to Lecturer II position.
(c) An Assistant Lecturer with PhD degree shall be automatically upgraded to Lecturer II grade.

1.8 Appointment of Lecturer I
Appointment to the post of Lecturer I shall be made on the following basis:
(a) At least possession of a Ph.D degree from a recognised University, or an acceptable relevant professional qualifications such as at least Part II Fellowship of the Medical Postgraduate College.
(b) Evidence of substantial teaching and research experience.
(c) Evidence of scholarly publications in recognised and reputable journals.
1.9 **Appointment of Senior Lecturer**
Appointment to the post of Senior Lecturer shall be made on the following basis:
(a) Possession of a Ph.D degree or acceptable relevant professional qualifications.
(b) MB;BS and acceptable relevant professional qualification for College of Health Sciences.
(c) Previous adequate University teaching experience of at least five years.
(d) Substantial and quality research publications in reputable national and international journals, 75% of which should have appeared in print.

1.10 **Appointment of Reader**
Appointment to the post of Reader shall be made on the following basis:
(a) Possession of Ph.D degree from a recognised University.
(b) MB;BS with acceptable professional qualification(s).
(c) Extensive University teaching and Administrative experience for at least eight years.
(d) Evidence of successful supervision of postgraduate students will normally be required.
(e) Outstanding research and scholarly publication in recognised, acceptable and reputable national and international journals, 80% of which should have appeared in print.
(f) At least two favourable reports from external assessors from
outside the University who are experts in the candidate’s field.

(g) Interview for candidates for the post of Reader shall not be held without the presence of at least one external expert of professorial rank in the relevant field of study.

1.11 Appointment of Professor

Appointment of candidate to the post of Professor shall be made on the following basis:

(a) Possession of Ph.D degree from a recognised University.
(b) MB;BS with acceptable professional qualification.
(c) Extensive and outstanding University Teaching and Administrative experience for at least ten years.
(d) Evidence of leadership in research and successful supervision of postgraduate students shall normally be required.
(e) Outstanding research and scholarly publications in recognised, acceptable and reputable national and international journals, 80% of which should have appeared in print.
(f) At least two favourable reports from external assessors from outside the University who are experts in the candidate’s field.
(g) Interview for candidates for the post of Professor shall not be held without the presence of at least one external expert of professorial rank in the relevant field of study.

1.12 Confirmation of Appointments

1.12.1 Except for Principal Officers and Professors, all members of staff on permanent appointment shall initially be on probation for three
Only members of staff who have completed the stipulated three-year probationary period may be recommended for confirmation of appointment.

The appointment of a staff may be confirmed only with a proven evidence of satisfactory performance on the job, satisfactory conduct, and in case of academic staff, evidence of satisfactory teaching ability and/or research.

In all cases, only the Appointments and Promotions Committee can confirm appointments.

Appointments not confirmed at the expiration of the probationary period would be deemed to have lapsed after an additional one year of probation.

The appointments of all senior non-teaching staff shall be reviewed three years from the date of first appointment for purposes of confirmation, regardless of whether the person concerned has in the meantime been promoted from one grade to another, appointed to a higher grade, or transferred from one Department to another.

Recommendations for confirmation by Heads of Department shall be submitted to the Faculty Review Panel for assessment and subsequent recommendation to the Appointments and Promotions Committee.

Recommendations for confirmation of Senior non-teaching appointments shall be submitted through the normal channel to the relevant Registry Review Panel for consideration and
recommendation to the Appointments and Promotions Committee.
2.0 PROCEDURE FOR ASSESSMENT: READERS/PROFESSORS

2.1.1 Only candidates who are certified by the Appointments and Promotions Committee as prima-facie qualified shall have their publications sent by the Vice Chancellor to external assessors.

2.1.2 In choosing the external assessors, the Dean of Faculty, in written consultation with the relevant Head of Department, shall nominate six assessors in confidence to the Vice Chancellor.

2.1.3 The proposed assessor must have teaching and/or research responsibilities in a reputable university or similar institutions and must have attained both national and international eminence in their academic or equivalent status of a Professor.

2.1.4 Scholars who had been on the staff of Bowen University within the last three years, shall not qualify for appointment as external assessors.

2.1.5 The Registrar shall, after a prima facie case has been made for a candidate, request the appropriate Dean to forward three sets of the candidate’s publications to the Vice Chancellor.

2.1.6 The Vice Chancellor shall select three names from the list of assessors and forward the candidate’s publications in strict confidence for assessment after the assessor’s consent to serve must have been obtained. The assessors shall communicate directly and in confidence to the Vice Chancellor.

2.1.7 A candidate so found appointable as a Reader or Professor shall be invited for an interview in which at least one external
Professor (other than his/her assessors) shall participate.

2.1.8 The interview report shall form the basis for a preliminary decision of appointment by the Appointments and Promotions Committee.

2.1.9 The reports of the external assessors shall be presented to the Appointments and Promotions Committee for a decision on the appointability of the candidate.

2.1.10 No candidate shall be deemed appointable unless at least two external assessments are clearly positive.
3.0 GUIDELINES FOR ASSESSORS

(a) A would-be external assessor shall be required to give detailed answers as much as possible to the following questions before he/she is finally selected:

(i) Do you know this candidate who is being considered for Professorship/Readership? If so, in what connection or capacity?

(ii) Are his research papers and publications known to you before now? If so, which?

(iii) Are you a co-author of any of his papers? If so, which of the papers?

(b) The final appointment of the proposed assessors shall only be made if and only when answers to (i, ii and iii) above are in the interest of the University and also the assessor has consented to serve.

(c) Once selected, an assessor shall be required to give detailed answers as much as possible to the following questions in his/her report of assessment of a candidate’s contribution to scholarship through publications:

(i) Please comment freely on the publications known to you before now and those publications you are coming across for the first time

(ii) Please specify which of his work is outside your field, or you are unable to comment fully on.

(iii) What in your opinion is/are the contribution(s) of this candidate to knowledge in his/her field?

(iv) Is there a focus in his/her publications? Please indicate
(v) Please provide paper by paper assessment of the candidate’s publications.

(vi) Kindly give an overall judgment and a specific, clear and unambiguous recommendation on the candidate’s suitability for the promotion or appointment.

(d) All assessors shall be asked to score only the publications presented to them.

(e) Assessors shall be intimated with the scoring system and be categorical in their recommendation as to whether or not the candidate merits the appointment or promotion.

3.1 Research:
To be considered for appointment as Reader and Professor, the assessment shall include:

(i) On-going research
(ii) Theses and Dissertations
(iii) Designs
(iv) The following shall also be accepted as evidence of research:
    (a) Progress reports on long term research undertaking
    (b) Conference and Seminar papers, based on on-going research
    (c) Published abstracts
    (d) Monographs
    (e) Performance and Exhibitions

3.2 Publications
(i) Articles published in refereed journals
(ii) Books or chapters in books which are relevant to the discipline of the candidate

(iii) Accepted articles or manuscripts may be used for appointment to the grades, but these would be only on strict verification by the Dean of the Faculty.

(iv) Published conference papers

(v) Patents

(vi) Technical reports should be commissioned and relevant to the candidate’s field.

(viii) Book Reviews published in academic journals.

3.3 Weighting of Publications

(i) Weighting of Multiple Authorship
An honest statement stating the contribution of each of the authors should be submitted for all publications with multiple authors.

(ii) Weighting of Books and Chapters in Books
Books in this category must be scholarly works. Adjudged scholarly work or textbooks should have greater weighting than journal articles and should be assessed in their own right. Chapters in books should have equal weighting with journal articles.

(iii) Weighting of Proceedings
Referred articles published in the proceedings of Conferences of learned societies shall be given equal weighting as journal
3.4 Assessment of Quality and Quantity of Publications

(i) Candidates for promotion to the grades of Reader and Professor should be advised to list their publications in groups stating the contribution to scholarship in each group.

(ii) Faculties should be advised to set out their assessment along the following lines:

(a) Information or subject matter i.e. what new information is provided directly in the group of papers.

(b) Significance i.e. the implications for knowledge and ignorance in areas of scholarship connected with the theme, and the weight of these implications;

(iii) Scope i.e. the extent of the substance embraced by the candidate's treatment of the theme, e.g. in the study of a phenomenon, one may focus on this among a sub species or the entire species. The scope is wider in the latter.

3.5 Duplication and Overlapping in Publication

(a) Duplication is an unnecessary repetition of the substance of published work and this is undesirable.

(b) Consequent on (a), candidates should be advised in their own interest to avoid duplication and overlapping of publications.

(c) Since some overlapping may be inevitable, where overlapping occurs candidates should be advised, in grouping their publications, to so indicate and state development or advancement upon previous work.
4.0 SCORING OF ACADEMIC STAFF FOR APPOINTMENT

4.1 ASSESSMENT

(a) Qualifications 10%

(i) Academic Qualifications
- Bachelor degree 4%
- Master Degree/MBA + ACCA, ACA, ACIB 6%
- M.Phil 7%
- PhD 10%
- Part II Medical Fellowship 10%

(ii) Professional Qualifications 2%
    As may be approved by Apointments and Promotions Committee

(b) Teaching Experience 10%

(c) Administrative Experience 5%

(d) Publications 30%

(e) On-going Research 5%

(f) Interview Performance 30%

(g) Comportment 10%

Total 100%

4.2 Minimum Score for Appointment of Academic Staff

4.2.1 Baseline for Appointability

(i) Professorship 80%

(ii) Readership 70%
(iii) Senior Lecturer 60%
(iv) Lecturer I 50%
(v) Lecturer II 40%
(vi) Assistant Lecturer 30%

4.2.2 Other Recommendations

In addition to the above:

(a) For the appointment of Readers and Professors, the papers of the applicants shall normally be sent out for external assessment.

(b) For the appointment of Senior Lecturer, the papers of the applicants shall be assessed internally as part of the appointment procedure. However, where competent internal assessors cannot be found, external assessors may be used.

(c) Any staff without PhD, if already appointed shall not be considered for a position beyond Senior Lecturer, except in the Clinical Sciences where Medical Fellowship is accepted as higher qualification.

4.3 Scoring of Teaching/Equivalent Experience (10%)

(i) Length of Service 1 mark per year for a maximum of 10 years:
10 marks

4.4 Scoring Administrative Experience/Skills (5%)

1 Mark for each relevant year of administrative/leadership experience at:

(a) Departmental level
(b) Faculty/College level
(c) University level
(d) Community level
(e) National/International level

4.5 **Minimum Number of Publications for Appointment**

<table>
<thead>
<tr>
<th>Post</th>
<th>Minimum Number</th>
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<tbody>
<tr>
<td>Professor</td>
<td>20</td>
</tr>
<tr>
<td>Reader</td>
<td>15</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>08</td>
</tr>
<tr>
<td>Lecturer I</td>
<td>04</td>
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4.6 **Scoring of Publications (30%)**

This shall be based on quality of the papers in recognised and acceptable journals or books as shown in the table below:

<table>
<thead>
<tr>
<th>S/n</th>
<th>Items</th>
<th>Scores</th>
<th>Remark</th>
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<tbody>
<tr>
<td>1.</td>
<td>(a) Journal papers</td>
<td>2 Marks</td>
<td>- Acceptable Journal</td>
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<tr>
<td></td>
<td>(b) Refereed Conference proceedings</td>
<td>Maximum per paper</td>
<td>- Refereed Conference proceedings</td>
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<tr>
<td></td>
<td>(c) Papers accepted for publication</td>
<td></td>
<td>- Papers accepted for publication shall not be considered after three years from the date of acceptance</td>
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<td>2.</td>
<td>Unrefereed but published and edited conference paper</td>
<td>1 Mark</td>
<td>Up to a maximum of 3 papers with evidence of publication</td>
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<tr>
<td></td>
<td></td>
<td>Maximum per paper</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Refereed monographs</td>
<td>2 Marks per monograph</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
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</tbody>
</table>

22
4. Patents, certified invention or refereed books

<table>
<thead>
<tr>
<th>Items</th>
<th>Scores</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 Marks Maximum per item.</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
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</table>

5. Contribution to refereed books relevant to the candidate’s discipline

<table>
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<th>Items</th>
<th>Scores</th>
<th>Remark</th>
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<tbody>
<tr>
<td></td>
<td>2 Marks Maximum per contribution</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
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</table>

6. (a) Documented exhibitions (b) Documented or refereed designs (c) Productions

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<th>Items</th>
<th>Scores</th>
<th>Remark</th>
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<tr>
<td></td>
<td>2 Marks Maximum each</td>
<td>As may be approved by the Publications Committee.</td>
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7. Unrefereed consultancy/Technical report

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<th>Items</th>
<th>Scores</th>
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### 4.7 Scoring of on-going Research (5%)

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<th>S/n</th>
<th>Items</th>
<th>Scores</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Certified research in progress</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>2.</td>
<td>Supervision of projects/thesis</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>3.</td>
<td>Technical reports (Current)</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>4.</td>
<td>Conference papers/(Current) Public lectures</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>5.</td>
<td>Others in research related curatorship duties in elective classification etc.</td>
<td>1 Mark each</td>
<td>For Library, Museum, History and Fine Art staff</td>
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</table>
5.0  PROMOTION OF ACADEMIC STAFF

5.1  General Guidelines

5.1.1  The promotion of all categories of qualified senior staff of the University shall be the responsibility of the Appointments and Promotions Committee on behalf of Council.

5.1.2  The process of annual review of staff for promotion shall commence not less than six months before effective date of promotion.

5.1.3  Consideration for promotion of staff shall normally be an annual exercise and promotions shall take effect from the first day of October of the year in which the exercise is initiated, while that of appointment shall be the date the Appointments and Promotions Committee approves the interview report or as may be approved by the Vice Chancellor on behalf of the Appointments and Promotions Committee.

5.1.4  All Faculties/Units shall carry out the review of all staff annually for the purpose of promotion, termination of appointment and annual salary increment.

5.1.5  Promotions shall be to established positions only, following the National Universities Commission Benchmark.

5.1.6  No member of staff shall be considered for promotion unless his/her appointment has been confirmed.

5.1.7  Promotion from one grade to another up to the grade of Senior Lecturer shall not be entertained until after a minimum of three years after the last promotion or appointment. However, candidates who have shown exceptional ability in teaching and publications may be
considered for accelerated promotion after two years.

5.1.8 In deserving cases, contract officers may be eligible for promotion but only after the renewal of contract appointment and subject to Regulation 5.1.4 above.

5.1.9 No member of staff shall be made to suffer financial disadvantage consequent on his/her promotion.

5.1.10 Recommendations for the promotion of academic staff by Departmental Review Panel shall be submitted to the Faculty Review Panel for consideration.

5.1.11 The Head of Department or where there is none, the Dean shall include in his/her recommendation to the Departmental Faculty Review Panel:

(a) a detailed assessment of those publications cited in support of the promotion and, where necessary, seek the opinion of another competent person who has read them.

(b) a clear statement from either the Head of Department or someone in a position to know of the specific contributions of the candidate’s publication to knowledge.

(c) an assessment of on-going research (papers presented at conference, unpublished works, solicited publications, etc) of the candidate.

(d) Teaching evaluation by students as well as special contribution of the member of staff to Bowen University.

5.1.12 If there is no Head of Department, the Dean of the Faculty shall normally preside at the Departmental Review Panel.

5.1.13 (a) A member of staff not recommended for promotion may
forward an appeal of his/her case through the Dean to the Faculty Review Panel setting out clearly his/her claims to be considered for promotion.

(b) Such an appeal shall be referred to the appropriate Departmental Review Panel by the Faculty Review Panel for comments.

(c) Where the Head of Department is not in a position to recommend, especially where the candidate is qualified by other criteria, the candidate should be informed in writing.

5.1.14 The same criteria shall apply for appointment and promotion but the processes for both may not be completely identical.

5.1.15 Every case shall be guided and considered strictly on its own academic merit.

5.1.16 Promotion shall be based on research, teaching, publications, service and administrative skills, and contribution to Bowen University, and relevant national and/international assignment.

5.1.17 Where an Acting Head of Department is also a candidate for promotion, the Dean of the Faculty shall make the nomination of assessors.

5.1.18 A candidate whose application for promotion or appointment fails, may be considered for the same grade with an improved curriculum vitae not earlier than six months from the date the Appointments and Promotions Committee decided his/her case for promotion or appointment, as may be applicable.

5.1.19 A candidate shall not be considered for both promotion and
appointment simultaneously. A candidate for promotion or appointment wishing to be considered for the other must first withdraw from the exercise in writing before being considered.

5.1.20 A candidate shall not be considered for promotion for the years he/she is not on ground on account of leave of absence, except for cases of national and international assignments.

5.1.21 A candidate whose promotion case is still pending shall not be considered for the next grade until the determination of the lower grade is completed.

5.2 Promotion from Assistant Lecturer to the Grade of Lecturer II
An Assistant Lecturer may be promoted to the grade of Lecturer II on the following basis:
(a) An Assistant Lecturer with a Ph.D degree shall be automatically upgraded to Lecturer II grade. The Ph.D degree shall be from a recognized university or, in the case of professional qualifications, an acceptable relevant professional qualification.

5.3 Promotion from Lecturer II to the Grade of Lecturer I
A Lecturer II may be promoted to the grade of Lecturer I based on satisfactory evidence of:
(a) adequate teaching ability and a minimum of three years experience since the last appointment or promotion.
(b) competence in research and/or acceptable clinical or other relevant professional experience.
(c) at least four scholarly publications in reputable journal(s) since
last appointment or promotion.

5.4 Promotion from Lecturer I to the Grade of Senior Lecturer

A Lecturer I may be promoted to the grade of Senior Lecturer on the basis of:

(a) possession of a higher degree of Ph.D or acceptable professional qualification in the medical field.

(b) adequate teaching ability and a minimum of three years experience since last appointment or promotion.

(c) previous adequate University teaching experience of at least five years.

(d) substantial quality research publications in reputable national and international journal(s), 60% of which should be in print.

(f) at least two positive internal assessment.

5.5 Promotion from Senior Lecturer to the Grade of Reader

A candidate for promotion from Senior Lecturer to the grade of Reader shall be fully assessed on the following criteria:

(a) Possession of a Ph.D degree from a recognised University.

(b) Professional Qualification in the medical field for the College of Health Sciences.

(c) At least eight years of university teaching and administrative experience, 3 of which should have been since the last appointment or promotion.

(d) Evidence of successful supervision of postgraduate students shall be an added advantage.

(e) Outstanding research and scholarly publications in reputable
national and international journal(s) since the last appointment or promotion, 75% of which must have appeared in print.

(f) At least two favourable reports from external assessors from outside the university who are experts in the candidate’s field.

5.6 **Promotion from Reader to the Grade of Professor**

A candidate for promotion to the grade of Professor shall be fully assessed on the following criteria:

(a) Possession of a Ph.D degree from a recognised University.

(b) At least ten years of outstanding university teaching and administrative experience.

(c) Evidence of leadership in research and successful supervision of postgraduate students.

(d) Outstanding research and scholarly publications in reputable national and international journal(s) since last promotion or appointment, 80% of which should have appeared in print.

(e) At least two favourable reports from external assessors from outside the University who are experts in the candidate’s field.

(f) Only recommendations on or applications by candidates of the grade of Reader of a minimum of three years standing shall be considered.

5.6.1 In all cases of the promotion of academic staff, recommendations of the Departmental Review Panel to the Faculty Review Panel shall be based on section 6.1 (a) to (e) below.

5.6.2 In the case of promotion from Senior Lecturer and above, the
Faculty Review Panel shall engage the services of internal and/or external assessors as may be found necessary.

5.6.3 Faculties shall, however, be free to use external experts where none are available within the Faculty and/or when the Faculty deems it fit.

5.6.4 For a candidate to be promoted or appointed, the reports of at least two external assessors shall be adjudged to be favourable by the Appointments and Promotions Committee.

5.6.5 The Appointments and Promotions Committee reserves the right to change the decision of the Faculty Review Panel.
6.0 SCORING OF ACADEMIC STAFF FOR PROMOTION

6.1 General Guidelines

The underlisted headings should be allotted the percentages stipulated against them:

(a) Qualifications

(i) Academic Qualifications (10%)

- Bachelor degree 4%
- Masters by Project or thesis/MBA + ACCA, ACIB or other recognized professional qualifications 6%
- Masters by thesis/M.Phil by Research 7%
- PhD 10%
- Part II Medical Fellowship 10%

(ii) Professional Qualifications

(As may be approved by Appointments and Promotions Committee) 2%

(b) Teaching Experience 25%

(c) Service and Administrative Experience 10%

(d) Publications 40%

(e) On-going Research 5%

(f) Assessment report by Faculty Review Panel 5%

(g) Special contribution to Bowen University 5%

Total 100%

6.2 Minimum Score for Promotion of Academic Staff

6.2.1 Baseline for Promotion
The underlisted headings are the minimum criteria for promotion of academic staff:

(i) Professorship 80%
(ii) Readership 70%
(iii) Senior Lecturer 60%
(iv) Lecturer I 50%
(v) Lecturer II 40%
(vi) Assistant Lecturer 30%

6.2.2 Other Conditions

In addition to the above, the underlisted conditions shall also apply:

(a) Any member of staff without a PhD degree shall not be considered for promotion to a position beyond Lecturer I, except those in the Medical Sciences who are expected to possess professional fellowships.

(b) That for the promotion of Senior Lecturer to Reader, the paper(s) of the candidate(s) must be assessed internally before consideration by the Faculty Review Panel. However, where competent internal assessors cannot be found, external assessors may be used.

(c) That for the promotion of Reader to Professor, the paper(s) of the candidate(s) must be sent out for external assessment when the Appointments and Promotions Committee is satisfied that a prima facie qualification case has been made.

6.3 Scoring of Teaching/Equivalent Experience (25%)

(i) Length of Service 1 mark per year for a maximum
of 10 years at the university level: 10 marks.

- The applicable number of years would include only those during which the staff was physically on ground. It would exclude such years when a staff was on approved leave of absence or sabbatical leave.

(ii) Quality and Quantity of teaching through feedbacks: 10 marks

(iii) Teaching and Supervision of graduate students (1 mark for each student supervised subject to a maximum of 5 students. Teaching alone will not attract any score.)

6.4 Scoring Administrative Experience/Skills (10%)

1 Mark for each relevant year of administrative/leadership experience (subject to a max of 2 marks for each category) at

(a) Departmental level (only headship, exam officers, student organization adviser(s) can be scored).

(b) Faculty/College level
   i. Attendance and participation at Faculty Board meetings
   ii. Discharge of assignments on Faculty committees

(c) University level
   i. Attendance and participation on University committees
   ii. Discharge of assignments on University committees e.g. Ceremonials Committee, Hall Masters and Hall Mistresses, Fellows, Task Forces, Ad Hoc Committee etc.

(d) Community level
   Involvement in services to the community on campus and the town.
(e) National/International level

i  Membership and participation on national and international boards

ii  Promotion of University’s good image, nationally and internationally through winning awards, exhibitions, performances etc.
### 6.5 Scoring of Publications (40%)

This shall be based on quality of the papers in recognised and acceptable journals or books as shown in the table below:

<table>
<thead>
<tr>
<th>S/n</th>
<th>Items</th>
<th>Scores</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>(a) Journal papers (b) Refereed Conference proceedings (c) Papers accepted for publication</td>
<td>2 Marks maximum per paper</td>
<td>- Acceptable Journal - Refereed Conference proceedings - Papers accepted for publication shall not be considered after three years from the date of acceptance</td>
</tr>
<tr>
<td>2.</td>
<td>Unrefereed but published and edited conference paper</td>
<td>1 Mark maximum per paper</td>
<td>Up to a maximum of 3 papers with evidence of publication</td>
</tr>
<tr>
<td>3.</td>
<td>Patents, certified invention or refereed books</td>
<td>3 Marks maximum per item</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
</tr>
<tr>
<td>4.</td>
<td>Contribution to refereed books relevant to the candidate’s discipline</td>
<td>2 Marks maximum per contribution</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
</tr>
<tr>
<td>5.</td>
<td>Refereed monographs</td>
<td>2 Marks per monograph</td>
<td>Acceptable publisher as may be approved by the Publications Committee</td>
</tr>
<tr>
<td>6.</td>
<td>(a) Documented exhibitions and other tangible record, performance and display (b) Documented or refereed designs</td>
<td>2 Marks maximum each</td>
<td>As may be approved by the Publications Committee</td>
</tr>
<tr>
<td>7.</td>
<td>Book review</td>
<td>1 per paper</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Unrefereed consultancy/Technical report</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

*In a case where the quality of a journal article is deemed unusually exceptional, e.g. landmark articles in hardship areas or in which research gestation period is generally accepted to be very long, a Faculty Review Panel may make a special case to the Appointments and Promotions Committee for increased maximum weighting.*
6.6 Status and Spread of Journal/Publishers

Members of staff should be encouraged to publish in reputable journals. It is expected that articles published in not too reputable journals will attract lower scores. In addition, spatial spread of publishers should be encouraged. Not more than 40% of the total number of published items should appear in journals in the immediate locality of the author.

6.7 The following is the approved grading scheme:

<table>
<thead>
<tr>
<th></th>
<th>Patents / Books</th>
<th>Monographs, Journal articles, refereed conference papers, etc.</th>
<th>Unrefereed conference papers, Case Review/ Book editing, Book Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum mark</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Excellent</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Very Good</td>
<td>2.5</td>
<td>1.5</td>
<td>.5</td>
</tr>
<tr>
<td>Good</td>
<td>2</td>
<td>1</td>
<td>.5</td>
</tr>
<tr>
<td>Fair</td>
<td>1.5</td>
<td>.5</td>
<td>0</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

6.8 Scoring of on-going Research (5%)

<table>
<thead>
<tr>
<th>S/n</th>
<th>Items</th>
<th>Scores</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Certified research in progress</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>2.</td>
<td>Supervision of projects/thesis</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>3.</td>
<td>Technical reports (Current)</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>4.</td>
<td>Conference papers/(Current) Public lectures</td>
<td>1 Mark each</td>
<td>All categories of staff</td>
</tr>
<tr>
<td>5.</td>
<td>Others in research related curatorship duties in elective classification etc.</td>
<td>1 Mark each</td>
<td>For Library, Museum, History and Fine Art staff</td>
</tr>
</tbody>
</table>

7.0 FORMAT FOR RECOMMENDATIONS FOR
PROMOTION BY HEAD OF DEPARTMENT

Assessment by the Head of Department (or Dean of Faculty where appropriate), shall be under the following headings:

7.1 Records of Service
This should include the following: (each on a separate line) name; date of assumption of duty; status of first appointment; present status; date of last promotion; date of confirmation of appointment; academic and professional qualifications.

7.2 Teaching
(i) Number of years of teaching at University level;
(ii) Teaching load including guidance and counseling of students;
(iii) Teaching effectiveness including nature of courses; level of courses, responsibility in the discharge of teaching duties, presentation of lectures shall be regarded as adequate measure. The HOD should take into account reports of students’ evaluation of courses taught by the lecturer which is conducted by the Director of Academic Planning.
(iv) Postgraduate supervision and teaching by all grades of staff should be noted for promotion

7.3 Service and Administrative Skills

7.4 Research and Publications (including Patents). For promotion to Senior Lecturer and above, the recommendation should state clearly the contribution of the lecturer to knowledge within the defined research area or specialization. In fact, it is expected that for
promotion to the cadres of Reader and Professor, that scores awarded for latter publications will be guided by relevance of publications to research focus.

7.5 **Professional Competence**
(where applicable, including evidence of internal and external recognition).

7.6 **Special Contribution to Bowen University (if any).**
This is to be stated clearly and justify with facts.

7.7 **General Assessment and Recommendation:**
(including a definite statement as to whether or not the candidate is recommended for promotion and the effective date).

__________________________  __________
Signature of Head of Department  Date
or Dean of Faculty
8. REGULATIONS GOVERNING APPOINTMENTS AND PROMOTIONS OF THE ACADEMIC STAFF OF THE LIBRARY

8.1 General Guidelines

(a) Professional ability and competence of the Librarian shall be judged on the following:
   (I) Professional practice in an academic or research institution;
   (ii) Work-load and level of productivity;
   (iii) Nature of responsibility including ability to manage a sub-section of the Library.

(b) A Librarian is expected to take a keen interest in any activity capable of enhancing library and information science in and outside the University. The elements of contribution shall include:
   (i) level of professional practice/responsibility in academic or research library;
   (ii) activities in professional associations;
   (iii) contribution to the professional literature and body of knowledge or practice.
8.2 Research
The Librarian in a university system should also engage in research. This shall include the following:
(i) on-going research, particularly all studies aimed at improving professional practice;
(ii) thesis and dissertations, subject bibliographies;
(iii) policy papers, manuals;
(iv) others are:
  (a) unpublished bibliographies, indexes, guides and book reviews;
  (b) conference and seminar papers;
  (c) abstracts (which have not otherwise been published).

8.3 Publications
(i) Articles published in refereed journals
(ii) Books or chapters in books which should be relevant to the discipline of the candidate
(iii) Accepted articles or manuscripts may be used for promotion to the grades, but these would be only on strict verification by the Library Review Panel.
(iv) Published conference papers
(v) Patents
(vi) Bibliographies, index and guides
8.4 Experience
As applicable to equivalent positions in Academic departments:

8.5 Assessment Criteria
In every case, but particularly up to the Senior Librarian grade, greater emphasis shall be placed on professional competence and experience than on research and publications.

8.6 Criteria for Appointments and Promotions
The same set of criteria shall be used for both appointments and promotions.
9.0 APPOINTMENTS OF THE ACADEMIC STAFF OF THE LIBRARY

9.1 Appointment of Librarian II
Appointment to the post of Librarian II shall be made on the following basis:
(a) Possession of a Bachelor’s degree and
(b) Possession of a Master’s degree in Librarianship from a recognised university

9.2 Appointment of Librarian I
Appointment to the post of Librarian I shall be made on the following basis:
(a) Possession of a Bachelor’s degree plus
(b) Possession of a Master’s degree in Librarianship from a recognised university plus
(c) Adequate professional experience after a minimum of three years
(d) Evidence of research
(e) However, a candidate with a Master’s degree in Librarianship and a Ph.D from a recognised University without the minimum three years of experience may be considered.
9.3 **Appointment of Senior Librarian**
Appointment to the post of Senior Librarian shall be made on the following basis:
(a) Possession of a Bachelor’s degree plus
(b) Possession of a minimum of Master’s degree in Librarianship from a recognised university plus
(c) Adequate professional experience after a minimum of six years plus
(d) A minimum of two publications

9.4 **Appointment of Principal Librarian**
Appointment to the post of Principal Librarian shall be made on the following basis:
(a) Possession of a Bachelor’s degree plus
(b) Possession of a minimum of a Master’s degree in Librarianship from a recognised University plus
(c) Adequate professional experience after a minimum of nine years plus
(d) A minimum of eight publications

9.5 **Appointment of Deputy Librarian**
Appointment to the post of Principal Librarian shall be made on the following basis:
(a) Possession of a Bachelor’s degree plus
(b) Possession of a Ph.D in Librarianship from a recognised university plus,
(c) Adequate professional experience after fourteen years plus
(d) A minimum of twelve publications

9.6. Appointment of University Librarian

As a Principal Officer, the University Librarian is appointed by the University Governing Council.
10.0 SCORING OF ACADEMIC STAFF OF THE LIBRARY FOR APPOINTMENT

10.1 ASSESSMENT

(a) Qualifications 10%

(i) Academic Qualifications

Bachelors degree 4%
Masters by Project or other recognized professional qualifications 6%
Masters by thesis/M.Phil by Research 7%
PhD 10%

(ii) Professional Qualifications

(As may be approved by Appointments and Promotions Committee - Applicable only to those without PhD) 2%

(b) Professional Experience 20%

(c) Administrative Experience 5%

(d) Publications 20%

(e) On-going Research 5%

(f) Interview Performance 30%

(h) Comportment 10%

Total 100%

10.2 Minimum Score for Appointment of Academic Staff of the Library
10.2.1 **Baseline for Appointability**

(i) Deputy Librarian 70%
(ii) Principal Librarian 60%
(iii) Senior Librarian 50%
(iv) Librarian I 40%
(v) Librarian II 30%

10.2.2 **Other Conditions**

In addition to the above, the following conditions shall also apply:

(a) That for the appointment of Deputy Librarian and University Librarian, the paper(s) of the applicant(s) shall normally be sent out for external assessment before interview.

(b) That for the appointment of Principal Librarian, the paper(s) of the applicant(s) must have been assessed internally before interview. However, where competent internal assessors cannot be found, external assessors may be used.

10.3 **Scoring of Professional/Equivalent Experience (20%)**

(i) Length of Service 1 mark per year for a maximum of 10 years: 10 marks

(ii) Quality and Quantity of job performance and output: 10 marks

10.4 **Scoring of Administrative Experience/Skills (5%)**

1 Mark for each relevant year of administrative/leadership experience
10.5 Scoring of Publications (20%)

Scoring of Publications for Library Academic staff (20%)

This shall be based on quality of the papers in recognized and acceptable journals or books as shown in the table below.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Item</th>
<th>Score</th>
<th>Remark</th>
</tr>
</thead>
</table>
| 1.  | (a) Journal papers                            | 2 marks maximum per paper | Acceptable Journal
     |                                                |                        | Refereed Conference proceedings |
     |                                                |                        | Paper accepted for publication shall not be considered after three years from the date of acceptance |
| 2.  | Unrefereed but published and edited conference paper | 1 mark maximum per paper | Up to a maximum of 3 papers with evidence of publication. |
| 3.  | Patents, Certified invention or refereed books | 3 marks maximum per item | Acceptable publisher as may be approved by the Publications Committee |
| 4.  | Contributions to refereed books relevant to the candidate’s discipline | 2 marks maximum per contribution | Acceptable publisher as may be approved by the Publications Committee |
| 5.  | Refereed monographs                            | 2 marks per monograph  | Acceptable publisher as may be approved by the Publications Committee |
| 6.  | Book Review                                    | 1 mark per paper       |                                                                        |

10.6 Scoring of on-going Research (5%)

Scoring of on-going Research for Academic Librarians (5%)

<table>
<thead>
<tr>
<th>s/n</th>
<th>Item</th>
<th>Score</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Certified research in progress</td>
<td>Max of 2 marks each</td>
<td>All categories of staff</td>
</tr>
</tbody>
</table>
11.0 PROMOTION OF THE ACADEMIC STAFF OF THE LIBRARY

11.1 Promotion from Librarian II to the Grade of Librarian I

Promotion to the grade of Librarian I may be made on the basis of:
(i) adequate experience after a minimum of three years in service
(ii) evidence of professional contribution;
(iii) evidence of research
(iv) a Librarian II with a Ph.D degree shall automatically be upgraded to Librarian I

11.2 Promotion from Librarian I to the Grade of Senior Librarian

Promotion to the grade of Senior Librarian may be made on the following grounds:
(i) adequate experience after a minimum of three years in service;
(ii) evidence of professional contribution;
(iii) evidence of scholarly publications in recognised and reputable journals.

11.3 Promotion from Senior Librarian to the Grade of Principal Librarian (equivalent of Senior Lecturer)

Promotion to the grade of Principal Librarian may be made on the following grounds:
(i) adequate experience after a minimum of three years;
(ii) adequate professional contribution
(iii) substantial and quality research publications in reputable
national and international journals, 75% of which should have appeared on print.

11.4 Promotion to the Grade of Deputy Librarian (equivalent of Reader)

(a) Promotion to the grade of Deputy Librarian may be made on the basis of:
   (i) possession of a Ph.D degree will be an advantage;
   (ii) adequate experience after a minimum of 3 years as Principal Librarian;
   (iii) outstanding professional contribution;
   (iv) significant research and at least twelve publications in reputable and recognised national and international journals, 80% of which must have appeared in print.

(b) Recommendations for promotion to the grade of Deputy Librarian shall:
   (i) be accompanied by a full internal assessment of the candidate’s contribution to scholarship.
   (ii) follow the procedure for external assessment as for regulations 2.0 and 5.0
12.0 SCORING OF ACADEMIC STAFF OF THE LIBRARY FOR PROMOTION

12.1 ASSESSMENT

(a) Qualifications 10%

(i) Academic Qualifications
   B.Sc, BLS/BLIS 5%
   MLS, MLIS, M. Inf.Sc
   or other recognized professional qualifications 8%
   M.Phil by Research 9%
   PhD 10%

(ii) Professional Qualifications
   (As may be approved by Appointments and Promotions Committee) 2%

(b) Professional Experience/Competence 30%

(c) Administrative Experience 10%

(d) Publications 30%

(e) On-going Research 5%

(f) Assessment report by Library Review Panel 5%

(g) Conference/Workshops attended ½ for each conference 5%

(g) Special contribution to Bowen University 5%

Total 100%
12.2. Minimum Score for Promotion of Academic Staff

12.2.1 Baseline for Promotion

The underlisted minimum scores for the appointment of different categories of academic staff shall also apply:

(i) Deputy Librarian 70%
(ii) Principal Librarian 60%
(iii) Senior Librarian 50%
(iv) Librarian I 40%
(v) Librarian II 30%

12.2.2 Other Recommendations

In addition to the above, the following conditions shall subsist:

(a) That for promotion of Principal Librarian to the post of Deputy Librarian, the paper(s) of the applicant(s) must be sent out for external assessment when the Appointments and Promotions Committee is satisfied that a prima facie qualification case has been made

(b) That for the promotion of Senior Librarian to Principal Librarian, the paper(s) of the applicant(s) must have been assessed internally before consideration by the Faculty Appointments and Promotions Panel. However, where competent internal assessors cannot be found, external assessors may be used.

12.3 Scoring of Professional Library Experience (30%)

(i) Length of Service 1 mark per year for a maximum of 10 years:
10 marks

(ii) Quality and Quantity of job performance and output: 25 marks

12.4 Scoring Administrative Experience/Skills (10%)
   1 Mark for each relevant year of administrative/leadership experience

12.5 Scoring of Publications (30%)
   As in section 10.5

12.6 Scoring of on-going Research (5%)
   As in section 10.6
13.0 FORMAT SCORING SHEET (QUANTITATIVELY)

Overall Assessment of Dr/Mr (full names, Surname first)

(a) Summary:

<table>
<thead>
<tr>
<th></th>
<th>Maximum Obtainable</th>
<th>Minimum Required</th>
<th>Score Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Academic/professional Qualifications</td>
<td>10</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>2. Teaching</td>
<td>25</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>3. Current Research</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>4. Publications</td>
<td>40</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>5. Service/administrative Skills</td>
<td>10</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6. Special contribution to Bowen University</td>
<td>5</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>7. Assessment by Review Panel</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**BREAKDOWN OF SCORING**

1. Academic/Professional Qualification (Ph.D.) | 10 | 7

2. **Teaching/Teaching Equivalent**
   (a) Length of Service | 25 | -
   (b) Quality & Quantity of Teaching | 10 | -
   *(c) Teaching & PG supervision | 10 | -
   **Total: T/TE** | 25 | 15

3. **Current Research (CR)**
   (a) Certified Research in Progress | 5 | -
   (b) Supervision of Project & Thesis | - | -
   **Total CR** | 5 | 3

4. **Publications**
   (see scores of individual papers in paper-by-paper assessment) | 40 | TBA

5. **Service & Administrative Skills**
   (a) Departmental Level | 10 | 4
   (b) Faculty level | 2 | 2
   (c) University level | 2 | 1
   (d) Community level | 2 | 1
   (e) National/International level | 2 | 1
   **Total SAS** | 10 | 7

6. **Assessment by Faculty Review Panel** | 5 | -

7. **Special Contribution to Bowen University** | 5 | -

**TOTAL** | **100**

*This is an extra mark to those involved in PG teaching and supervision, i.e. Lecturer I and above.

____________________  ______________________
Head of Department                      Date

53
14. FORMAT FOR PRESENTATION OF CURRICULUM VITAE (ALL STAFF)

14.1 Curriculum Vitae

For comparability, the layout/format of Curriculum Vitae should as much as possible, be consistent with the following lay-out, except when a modification has been approved by the Appointments and Promotions Committee.

I. (a) Name (Surname first in capital, followed by a comma and other names not in capital).
   (b) Date of Birth:
   (c) Department
   (d) College/Faculty:

II. (a) First Academic Appointment (with date)
   (b) Present post (with date)
   (c) Date of last Promotion
   (d) Date last considered (in cases where promotion was not through)
   (e) Present salary grade and step

III. Nationality: Nigerian

IV. Marital Status: Married

V. Number and Ages of Children:

VI. Name, Address & Phone No of Spouse:

VII. Name, Address & Phone No of Next of Kin:

VIII. University Education (with dates)

IX. Academic Qualification(s) (with dates and granting bodies)

X. Professional Qualification(s) and Diploma(s) (with dates)
XI. Scholarships, Fellowships and Prizes (with dates) (in respect of Undergraduate and Postgraduate work only).

XII. Honours and Distinctions.

XIII Previous Work Experience Outside the University System:

XIV. Details of Teaching Experience at University level.

XV. Courses Taught in the Current Academic Session

XVI Graduate Study Supervision (if any):

XVII Membership of Learned Societies

XVIII Research

(i) Completed
(ii) In progress
(iii) Dissertation and Thesis

XIX Publications

(a) Theses/Dissertations
(b) Books or Chapters in Books already published
(c) Articles that have already appeared in learned journals
(d) Patents
(e) Articles that have already appeared in Refereed Conference Proceedings
(f) Books, Chapters in Books and Articles already accepted for publications
(g) Technical Reports
(h) Creative Writings/Performances

To ensure that criteria for promotion are consistent and comparable, a uniform format of presenting published work as suggested below
should be followed:

(a) Books, monographs should be listed separately, in a conventional way, i.e.

(b) Publications in Journals should be rendered thus:
Author(s), date, title of journal, volume, number and page(s)
number: e.g.

Where there are multiple authors, publications should be rendered exactly as they appear in the journal. No attempt must be made to change the order of authorship round or to use the form: “Smith and others …” page numbers must be quoted in full to indicate the length of the paper.

(c) Patents – state title, number and date.

(d) Books and papers not yet in print but already accepted for publication should be categorized, with the name of publisher/journal and a photocopy of the letter of acceptance.

(e) Research in progress must be separately treated, stating precisely when this was started, with a brief paragraph to indicate the “story so far” and its potential.

(f) Candidates should indicate the direction in which their published work and research is oriented and if possible separate the major
publications from those of a more general nature.

(g) Candidates are to submit 30 copies of their curriculum vitae as per this format together with the electronic copy to the Human Resource Unit or as may be indicated in the call circular for promotions.

XX. Major Conferences Attended with Reports and Papers Read (in the last 5 years)

Notes:
(a) Candidates are to use:
   (i) a single asterisk for publications which have appeared/been accepted since last promotion or appointment.
   (ii) double asterisk for publications, which have appeared/been, accepted since last consideration for promotion or appointment.
(b) Not less than 80% of the candidate’s publication for Professorial / Reader cadre should have actually appeared in print.

XXI Extra Curricular Activities
   (a) Service Within the University:
   (b) Service Outside the University

XXII Contribution to Knowledge (This should be done on a separate sheet. One page only)

XXIII Signature and Date:
15. REGULATIONS GOVERNING THE APPOINTMENT AND PROMOTION OF ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL STAFF

1.0 Criteria for Appointment of Administrative, Technical and Professional staff

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Qualifications</strong></td>
<td>15</td>
</tr>
<tr>
<td>Basic Academic Qualification</td>
<td>10</td>
</tr>
<tr>
<td>Additional Qualification</td>
<td>2</td>
</tr>
<tr>
<td>Professional Qualification/ Membership</td>
<td>3</td>
</tr>
<tr>
<td><strong>1.2 Administrative / Professional Experience</strong></td>
<td>20</td>
</tr>
<tr>
<td><strong>1.3 Interview Performance</strong></td>
<td>60</td>
</tr>
<tr>
<td>Professional Competence</td>
<td>30</td>
</tr>
<tr>
<td>General Knowledge</td>
<td>10</td>
</tr>
<tr>
<td>Comportment</td>
<td>8</td>
</tr>
<tr>
<td>Communication Skill</td>
<td>12</td>
</tr>
<tr>
<td><strong>1.4 Referees’ Report</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

2.0 Baseline for Appointability

(i) To be eligible for appointment, a candidate must score a minimum of the following

<table>
<thead>
<tr>
<th>Course</th>
<th>Minimum Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSS 6</td>
<td>40%</td>
</tr>
<tr>
<td>BUSS 7</td>
<td>45%</td>
</tr>
<tr>
<td>BUSS 8</td>
<td>50%</td>
</tr>
<tr>
<td>BUSS 9</td>
<td>55%</td>
</tr>
<tr>
<td>BUSS 11</td>
<td>60%</td>
</tr>
<tr>
<td>BUSS 12 / 13</td>
<td>65%</td>
</tr>
<tr>
<td>BUSS 14</td>
<td>70%</td>
</tr>
</tbody>
</table>
(ii) In addition, candidates for posts on BUSS 13 and 14 must score not less than 60% of the marks (60%) allotted to interview performance.

3.0 Criteria for Promotion of Senior Non-Teaching Staff

(i) The minimum number of years for promotion of Junior staff on BUSS 1-5 shall be four (4) years. However, the four-year rule is not automatic, but shall be based on merit and performance.

(ii) The minimum number of years for promotion of senior non-teaching staff on BUSS 6-10 shall be three (3) years. However, the three-year rule is not automatic, but shall be based on merit and performance.

(iii) The minimum number of years for promotion of Senior Non-Teaching staff on BUSS 10-13 shall be (4) years. However, the four-year rule is not automatic, but shall be based on merit and performance.

(iv) Every promotion to the next level would be subject to vacancy and established position.

(v) Promotion of all senior non-teaching staff will be through written examination, while interview be conducted for staff from BUSS 11-13 in addition to the written examination.

(vi) Movement to BUSS 14 is normally by appointment. A member of staff is normally expected to spend at least five (5) years in post before being found qualified for elevation to BUSS 14. Written examination and oral interview shall be conducted for applicants for positions on BUSS 14.
Appendix I

ANNUAL PERFORMANCE EVALUATION REPORT FORM
ADMINISTRATIVE/TECHNICAL STAFF

Period of Report

From October To September

PART ONE
Personal Record of Employee
To be completed by Administrative /Technical Officers on BUSS 06 and above
(1) Name (Surname First) .........................................................................................

(2) Date of Birth ........................................................................................................

(3) Faculty/Department/Section ................................................................................

(4) Date of first appointment .......... Status ................................................................

(5) Qualifications on first appointment in the University
   Degree, Diploma, Certificate, others specify
   ..............................................................................................................................
   ..............................................................................................................................
   ..............................................................................................................................

(6) Additional qualifications obtained since joining the University with date(s)
   ..............................................................................................................................
   ..............................................................................................................................
   ..............................................................................................................................

(7) Date of last promotion and status ........................................................................

(8) Date of current appointment (if applicable) .................................. Status ..............

(9) Present Salary
(10) Nature of Appointment: contract, temporary, permanent

(11) Date of confirmation in the University

(12) If not confirmed why?

(13) Acting appointment held during period of report (indicate the period)

(14) Membership of Professional Association

(15) Training/Seminar(s) undertaken during the period of report

(16) Total number of days absent during the period of report

(17) PRESENT JOB

Job description;
(a) State below in order of importance the main duties performed during the period of the report

(18) State any ad-hoc duties performed which are not of a continuous nature.
(To be completed by Reporting Officer i.e. Head of Department/Section /Division as where applicable)

(19) **Assessment of performance**

Tick [✓] as appropriate each of the following evaluation factors. The explanations under “Evaluation Factor” are provided as examples of accepted behaviour, and are intended to facilitate your rating. You may use the comments sections under each factor, or provide a detailed summary of comments at the end of the form.

<table>
<thead>
<tr>
<th>Evaluation Factor</th>
<th>Consistently Exceeded Expectations</th>
<th>Successfully Achieved Expectations</th>
<th>Achieved Most Expectations</th>
<th>Did Not Meet Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality Of Work</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Demonstrates accuracy, resourcefulness, attention to details</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Produces desired end results</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Understands and adheres to proper procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Produces work in an efficient manner</td>
<td></td>
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</tr>
<tr>
<td>- Utilizes work time appropriately</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Prioritizes work to meet deadlines</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Changes priorities and assists with changing department Needs</td>
<td></td>
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</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Attendance and Punctuality</strong></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>- Arrives at work on time</td>
<td></td>
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<tr>
<td>- Provides advance notice of absence</td>
<td></td>
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<tr>
<td>- Adjusts schedule to meet the needs of the department</td>
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</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Factor</td>
<td>Consistently Exceeded Expectations</td>
<td>Successfully Achieved Expectations</td>
<td>Achieved Most Expectations</td>
<td>Did Not Meet Expectations</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------</td>
<td>----------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Dependability</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Prepares for work assignments</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Arrives on time for meetings and functions</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Carries out responsibilities without close supervision</td>
<td></td>
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<tr>
<td>- Responds to inquiries and problems professionally and in a timely fashion</td>
<td></td>
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<td></td>
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<tr>
<td>- Meets deadlines</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Initiative</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Originates new ideas</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Takes independent action; demonstrates resourcefulness</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Shares knowledge</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Seeks opportunities for growth</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Offers suggestions for and embraces change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication Skills</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Listens and interprets information accurately</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fosters open communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Judgment</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Makes decisions and takes actions based on sound reasoning and weighing of outcomes</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Consults with immediate supervisor as required</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Knows when to take independent action</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interpersonal Relations</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Considers other’s viewpoints</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Deals with all members of the community with courtesy, professionalism and respect</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Avoids disruptive behavior</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Works cooperatively with colleagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Provides assistance to other colleagues across campus</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Is willing to take on additional responsibilities</td>
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</tr>
<tr>
<td>- Participates in committees or working groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Shares information to facilitate communication in the unit/group</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Factor</td>
<td>Consistently Exceeded Expectations</td>
<td>Successfully Achieved Expectations</td>
<td>Achieved Most Expectations</td>
<td>Did Not Meet Expectation</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------</td>
<td>----------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Technical Expertise</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
- Understands and performs all technical elements of assigned work
- Offers ideas for improvement
- Shows proficiency with methods, techniques and equipment necessary to accomplish work

| Safety | 5 | 4 | 2 | 1 |
- Acts in a safe manner
- Reports unsafe conditions and practices
- Participates in safety training
- Requests and uses safety equipment

Comments

**Total Assessment Scores**

*A member of staff must score at least 60% of the maximum score of 55 (i.e 33/55) before he/she could be recommended for promotion.*

20. **Assessment Of Overall Performance Rating** (If the employee has supervisory responsibilities, you may skip this portion and provide your rating at the end of the next section.)
Indicate with the rating that best summarizes the employee's performance.

- [ ] Consistently Exceeded Performance Expectations
- [ ] Successfully Achieved Performance Expectations
- [ ] Achieved Most Performance Expectations/Improvement Required
- [ ] Does Not Meet Expectations

**Employees With Supervisory Responsibilities**

Complete this section for employees who have responsibility for the supervision of others. This normally does not include supervising casuals and students. However, you may complete this section for employees who supervise students and casual employees.

<table>
<thead>
<tr>
<th>Evaluation Factor</th>
<th>Consistently Exceeded Expectations</th>
<th>Successfully Achieved Expectations</th>
<th>Achieved Most Expectations</th>
<th>Did Not Meet Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Skills</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
- Carries out responsibilities with appropriate supervision and encourages direct reports to do the same
- Encourages open and honest communication
- Inspires excellence in others; manages with fairness
- Gives support, encouragement and recognition as appropriate
- Respect employee relations issues as appropriate

Comments
### Initiative
- Prioritizes work assignments
- Exhibits creative and innovative problem solving
- Responds appropriately to crisis situations

**Comments**

### Leadership
- Makes sound and fair decisions
- Responds appropriately to all constituents
- Anticipates potential obstacles and acts appropriately
- Shares information appropriately
- Demonstrates ability to address positive and negative behaviour

**Comments**

### Teamwork
- Works with colleagues in an active and effective manner
- Delegates and collaborates positively with direct reports
- Collaborates across departments and encourages others to do so

**Comments**

<table>
<thead>
<tr>
<th>Evaluation Factor</th>
<th>Consistently Exceeded Expectations</th>
<th>Successfully Achieved Expectations</th>
<th>Achieved Satisfactory Performance</th>
<th>Did Not Meet Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Updates job descriptions to keep them current</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conducts timely evaluations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-Monitors job performance issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Professional Development</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Keeps current in professional area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Provides reports of participation in professional development programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Contributes to department through professional development programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Diversity and Respectful Work Environment</strong></td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>- Holds others accountable for ensuring a respectful work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Takes appropriate actions to help support a diverse Workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Assessment Score**

* A member of staff must score at least 60% of the maximum score of 90 (i.e. 54/90) before he/she could be recommended for promotion.

21. **Assessment of Overall Performance Rating**

Indicate with ✓ the rating that best summarizes the employee's performance.
☐ Consistently Exceeded Performance Expectations
☐ Successfully Achieved Performance Expectations
☐ Achieved Satisfactory Performance
☐ Does Not Meet Expectations

22. Is there any adverse report on the officer?
   Yes ☐   No ☐
   If yes, give details
   ....................................................................................................
   ....................................................................................................
   ....................................................................................................

**Summary Comments**
Comment on the employee’s strengths, performance and special achievements during this evaluation period (use additional sheets, if necessary):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Identify and comment on the employee’s areas of opportunity and plans for improvement and/or development (use extra sheets, if necessary):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

________________________________________________________________________

PART THREE

(To be completed by Reporting Officer as in Part Two)

23. **Training needs/Staff development**
In completing this section, you should take account of any views expressed by the person reported on
(a) If, as a result of the assessment made earlier in the report you consider that performance or potentials could be improved upon by training/further development, please specify the needs

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
(b) If they cannot be met by training on the job, please suggest if possible in which way they might be met.

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________


24. **Promotability**

(a) Normal Promotion:

(i) She/he is presently qualified for promotion to

____________________________________________________________________

(ii) Not qualified for promotion ________________

Comment on your recommendation ________________

____________________________________________________________________

(c) Accelerated Promotion/Conversion i.e. selection for training grades, grade skipping or promotion into another occupation group or cadre. She/he should be specially considered for promotion/ conversion to

Grade ________________

Give reason(s) for your recommendation ________________

____________________________________________________________________

25. **General Remarks**

Please provide any additional relevant information here, giving attention to any particular strength or weakness ________________

____________________________________________________________________

The officer has served under me for the past ____________ years(s)

Name in block letters ____________________________

Rank ____________________________

Date ____________________________

Signature of Reporting Officer ____________________________
PART FOUR
(To be completed by Officer reported on)
I certify that I have seen the content of this report as above and that my Head of Department/Section has discussed them with me. I have the following comment(s) to add:

____________________________________________________________________________

____________________________________________________________________________

Signature of Officer reported on BUSS
Job Title Date

Signature: Date:

PART FIVE

26. (To be completed by the countersigning officer)
(Countersigning Officer’s report (i.e. Registrar, Bursar, University Librarian, Deans of Faculty etc as may be applicable)

You should confirm that you agree with the reporting officer’s assessment or indicate in the foregoing sections any disagreement which may remain after discussing them with him.

You should also indicate how frequently you have seen the work of the person reported on. Add any further relevant comment, including whether any of the assessments in the report have been brought to the attention of the person reported on
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

This officer has served under me for the past ____ year(s)
Signature of Countersigning Officer
Name in block letters
Rank Date
APPENDIX II:
INTERVIEW AND ASSESSMENT PANEL SCORE SHEET FOR SENIOR NON-TEACHING STAFF

<table>
<thead>
<tr>
<th>S/N</th>
<th>NAME</th>
<th>AGE</th>
<th>QUALIFICATIONS (15)</th>
<th>ADMIN./PROF EXP. (20)</th>
<th>INTERVIEW PERFORMANCE (60)</th>
<th>REFEREES' REPORT (5)</th>
<th>TOTAL (100)</th>
<th>REMARK (S)</th>
</tr>
</thead>
<tbody>
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