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## ACKNOWLEDGEMENTS

The Committee for the Strategic Plan for Workforce Development would like to thank the Management of the University

## 1.0    BACKGROUND

The Governing Council of the University for Development Studies (UDS) at its 84<sup>th</sup> sitting in November 2017, directed the Management of the University to develop a Strategic Plan for Workforce Development (SPWD). This decision was in line with Goal 4 (Objective 4.3) of the UDS Strategic Plan (2017-2023). The Management of the University accordingly constituted a seventeen-member Committee which developed the document.

## 1.1    HISTORY AND PROFILE OF UDS

The University for Development Studies (UDS) was established on 15th May 1992 by the Government of Ghana under PNDC Law 279, following recommendations of various reports on the need for a fourth University in the Country. The University is mandated

The University started its postgraduate programmes with the establishment of the Postgraduate Studies Centre on the Navrongo Campus in 2004. The Centre was re-named Graduate School, and relocated to Tamale.

The Central Administration Building is located at the Tamale campus. The University currently has four (4) campuses: Wa Campus, Navrongo Campus, Tamale Campus and Nyankpala Campus.

Other Faculties and Schools that have been phased-in between 2003 and 2017 include: Faculty of Planning and Land Management (FPLM), Faculty of Education (FoE), School of Business and Law (SBL), School of Allied Health Sciences (SAHS), Faculty of Agribusiness and Communications Sciences (FACS), Faculty of Natural Resources and Environment (FNRE), School of Engineering (SoE), Faculty of Mathematical Sciences (FMS) and Faculty of Earth and Environmental Sciences (FEES).

The University currently has two Academic Directorates, two Centres, and two Institutes. There is also a Directorate of International Relations and Advancements (DIRA).

The University has several academic departments which run various undergraduate and postgraduate programmes.

By virtue of its multi-campus nature, the University has a decentralized structure of administration with the Central Administration located at the Tamale Campus, Dungu.

Each of the Campuses, with the exception of Tamale Campus, has a Principal whose administrative functions are to play a coordinating role on the Campus and to serve as a liaison between the Campus and the Central Administration.

As part of the ongoing processes to further deepen governance in the University, management is working towards implementing a

## 1.6 Rationale for the SPWD

The UDS SPWD

Strategic Plan (2017-2023) to:

1. support the development of a workforce that is sustainable, adaptive and responsive
2. h

## 2.0 METHODOLOGY

## 2.1 Initiation of the process

The University Management constituted a committee **(Appendix A)** that comprised of various relevant constituents of the University workforce.

## 2.2 Development of the Plan

The Committee went to Bolgatanga on a four-day retreat to develop the Plan. Several relevant documents on Strategic Plan for Workforce Development were consulted in developing this Plan.

## 3.1 Context

This Plan was developed in reference to Goal 4 (Objective 4.3) of the UDS Strategic Plan (2017-2023)

### 3.3.2 Workfor

## 4.0 ACTIVITIES

**Table 1: Action Plan for Achieving Enhanced Human Resource Capacity**

| Objective | Activity | Time Frame | Person(s) Responsible | M & E Indicators |
|---|---|---|---|---|
| To secure an attractive level of compensation and service conditions for all categories of staff. | Prompt payment of wages, salaries and allowances | *2018-2023* | VC/Registrar/DoF | |
| | Prompt payment of extra duty/overtime allowance/ refund of legitimate claims | | | |
| | Provision of decent accommodation for entitled staff | | | |
| | Upward pay adjustment to deserving staff | | | |
| | Annual award for best performing staff | | | |
| | Improve the exit package administration | | | |
| | Permit sabbatical leave to entitled staff | | | |

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VC/Registrar/DoF/He
ad of HR/Principals/
Deans/HoDs

| | | | Deans/HoDs | Appropriate office space allocated to each staff |
|---|---|---|---|---|
| | Allocation of appropriate office space to appropriate staff | | | |
| | | | | Evidence of workstations |
| | Introduction of workstations | | | |
| Provide clear guidelines and create awareness for progression. | Orientation for newly recruited staff | *2018-2023* | VC/Registrar/ DoAPQA/Deans/ Head of HR/HoDs | Reports on Orientation organised twice in a year |
| | Orientation for staff on promotions | | ~do~ | Reports on Orientation organised once in a year |
| | Provision of appropriate manuals | | ~do~ | Evidence of Administrative Manual provided on appointment |
| | Regular in-service training | | ~do~ | Reports on In service training organised at least once a year |
| | Establish a tracking system for promotion documents | | VC/Registrar/ DoAPQA/DoICT/ Deans/ Head of HR/ HoDs/ Applicant | Evidence of MIS Tracking system in place on promotions |
| | Feedback on promotion documents | | | Evidence of feedback on status of the application within 3 months of submission to the Registrar |
| To promote wellness, and health and safety for all categories of staff. | Establish functional university hospitals on all campuses | *2018-2023* | VC/Registrar/DoF/ DoS/DoHS/ DoWPD/DoE | One hospital established on each campus |
| | Undertake annual medical check-up for all staff | | ~do~ | Annual report on medical check-up on staff from Directorate of Health Services |
| | | | ~do~ | |

| | | | | | |
|---|---|---|---|---|---|
| | | Organise regular keep-fit sessions | | | Annual report on keep fits sessions from Directorate of Sports |
| | | Provision of hazard signs in buildings | | ~do~<br>~do~ | Visible hazard signs in all buildings |
| | | Provision of health and safety equipment (first aid kits, fire extinguishers, laboratory showers, smoke detectors, etc) | | | Health and safety equipment visible in all buildings |
| | | | | ~do~ | |
| | | Training on use of first aid | | | Training Report on First Aid |
| Introduce a package of motivational incentives tied to performance and outstanding achievement for staff | | Design incentive packages - awards, bonuses etc. | *2018-2019* | VC/Registrar/DoF/ Principals/Deans/ HoDs | Personnel awarded at annual congregations<br>Evidence of other incentive packages |

Design and
implement staff
capacitdingx

| | | | | |
|---|---|---|---|---|
| | Access to continuing professional development | | | Annual reports on scholarships and grants for staff development |
| | Support for conferences/seminars/workshops | | Research And Conference Committee | Proceedings of the UDS Annual Interdisciplinary Conferences/Harmattan School |
| | Transparency in scholarships awarding processes | | Scholarships Committee | Evidence of transparency in scholarship awards |
| | Encourage the dissemination and exchange of best educational practices | | DoAPQA/DoUDSIR/ DoIIRACS/Librarian | Evidence of dissemination and exchange of best educational practices |
| Develop guidelines for recruiting staff. | Maintain criteria for recruitment in accordance with the Unionised Scheme of Service for Junior and Senior Staff; and the UDS Statutes and Administrative Manual for Senior Members; NCTE Norms. | *2018-2023* | VC/Registrar/HoDs/ Heads of Section/Units/ APB for Senior Members and APB for Junior and Senior Staff | Reports on required Staff recruited |
| | Ensure diversity in recruitment as an equal opportunity employer | | ~do~ | Evidence of diversity in staff recruited |
| Establish an electronic university-wide human resource database. | Establish UDS email address system for staff | *2018-2023* | VC/Registrar/Head of HR/DoICT ~do~ | Correspondence with UDS email addresses |

| | | | | |
|---|---|---|---|---|
| | Link new staff to UDS-MIS | | | Dedicated Server for HR data acquired and Installed |
| | | ~do~ | | |
| | Build and operate a one-system documentation for workforce data in line with data Protection Act 843, 2012, in functional areas of employment, benefits, compensation, training and retirement. | | | Staff profile accessible online |
| Develop framework for succession planning | Implementation of the UDS mentoring policy | | | |
| | Establish periodic peer discourses by instituting a quarterly meeting on staff | | | |

**5.0    PROCESSES OF IMPLEMENTATION, MONITORING AND EVALUATION**

The lead persons for implementation of this Plan are those identified above in Table 1. It is expected that the VC will lead the process of implementation and may delegate to key players where necessary. This notwithstanding, Heads of relevant offices as indicated in Table 1 shall ensure that the plan is effectively implemented. It is therefore incumbent on Heads of Units/Sections/Departments, Deans of Schools/ Faculties and Directors of Directorates to study the plan thoroughly and to draw the attention of the VC to activities that are due for implementation.  The Human Resource Unit will be responsible for periodically reviewing Monitoring and Evaluating the indicators and report appropriately to the VC.

**6.0    SUSTAINABILITY OF THE PLAN**

This Plan has taken cognisance of the key tenets of sustainability including diversity in workforce, ensuring equity and motivation for staff. The actors responsible for implementing the Plan must make the process as participatory as possible within the set time frame. The composition of the committee reflects the wide involvement and participation of various campuses, sections and units of the University including repres