

HR POLICIES MANUAL



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HUMAN RESOURCE POLICIES MANUAL

1. Workforce Planning and Establishment Control Policy

1. Policy Statement

Bradford University College (BUC) shall maintain an optimal, sustainable, and strategically aligned workforce that supports academic excellence, student success, effective governance, and institutional growth. Workforce planning and establishment control shall be conducted in a transparent, accountable, and compliant manner consistent with ESHEC requirements and national labour laws.

2. Purpose

The purpose of this policy is to ensure systematic planning, authorization, and control of staffing levels to support the College's academic and operational mandate while ensuring cost-effectiveness and quality assurance.

Specifically, the policy aims to:

- Align staffing levels with student enrolment projections and programme delivery needs
- Ensure compliance with ESHEC staffing norms and qualification requirements
- Control staff costs within approved budgets
- Support strategic growth, sustainability, and succession planning
- Prevent unauthorized, ad hoc, or duplicative appointments

3. Scope

This policy applies to all staff categories at Bradford University College, including:

- Academic staff (full-time, part-time, adjunct, visiting lecturers)
- Administrative and managerial staff
- Technical and ICT staff
- Library, laboratory, and learning support staff

- Operations and support staff
- Contractual, temporary, and acting appointments

4. Definitions

For the purposes of this policy:

- **Establishment** refers to the approved list of positions, grades, and numbers authorized by the Governing Council.
- **Workforce Planning** refers to the systematic assessment of current and future staffing needs based on institutional data.
- **Vacant Post** refers to an approved position not currently filled.

5. Workforce Planning Framework

Workforce planning at BUC shall be guided by:

- Institutional Strategic Plan
- Academic Programme Portfolio and accreditation requirements
- Student enrolment trends and staff-to-student ratios
- Workload analysis and service delivery demands
- Financial sustainability and approved budgets

Human Resources shall prepare an **Annual Workforce Plan** covering:

- Existing staff complement
- Anticipated vacancies
- New staffing requirements
- Skills gaps and critical positions

6. Establishment Control Measures

6.1 Approved Staff Establishment

- The official staff establishment shall be approved by the Governing Council

- The establishment shall specify:
 - Position title
 - Staff category
 - Grade and reporting line
 - Employment type (permanent, contract, part-time)

6.2 Creation of New Posts

- New posts may only be created where:
 - There is demonstrated operational or academic need
 - Funding is available and approved
 - ESHEC staffing requirements necessitate additional capacity
- All new posts require:
 - Written justification by the Head of Department
 - HR analysis and recommendation
 - Finance clearance
 - Approval by Senior Management and Governing Council

6.3 Control of Vacancies

- Filling of vacancies must be authorized prior to recruitment
- Acting appointments must be time-bound and formally approved
- Long-term acting positions are discouraged

6.4 Prohibition of Unauthorized Appointments

- No individual may be engaged without:
 - An approved post
 - A signed contract
 - HR authorization
- Unauthorized appointments constitute misconduct and may result in disciplinary action

7. Workload Analysis and Staffing Ratios

- Academic staffing shall be guided by:
 - Student enrolment numbers
 - Teaching contact hours
 - Research and supervision responsibilities
- Administrative and support staffing shall be based on:
 - Service demand
 - Operational complexity
 - Efficiency benchmarks

HR shall periodically conduct workload reviews to inform staffing decisions.

8. Budgetary Control and Cost Management

- All staffing decisions shall remain within approved budget allocations
- HR and Finance shall collaborate to:
 - Monitor staff costs
 - Control overtime and acting allowances
 - Ensure affordability of new appointments
- Staffing plans shall form part of the annual budgeting process

9. Succession Planning and Critical Skills

- Workforce planning shall identify:
 - Critical and scarce skills
 - Retirement risks
 - Leadership succession needs
- Development plans shall be put in place to:
 - Prepare internal candidates

- Reduce dependency on temporary staff

10. Roles and Responsibilities

10.1 Human Resources Department

- Coordinate workforce planning
- Maintain the approved staff establishment
- Monitor compliance with this policy
- Prepare workforce reports for management and Council

10.2 Heads of Departments

- Identify staffing needs and justify requests
- Ensure efficient utilization of approved staff
- Participate in workload analysis

10.3 Senior Management

- Review and recommend workforce plans
- Ensure alignment with strategic objectives

10.4 Governing Council

- Approve the staff establishment
- Authorize new posts and major staffing changes
- Provide oversight and accountability

11. Monitoring, Reporting, and Compliance

- HR shall submit an **Annual Workforce and Establishment Report** to Senior Management and the Governing Council
- Non-compliance with this policy shall be investigated and addressed
- Policy compliance forms part of internal audits and ESHEC reviews

12. Monitoring and Review

This policy shall be:

- Reviewed every three (3) years or earlier if required
- Updated in response to changes in legislation, ESHEC standards, or institutional strategy
- Approved by the Governing Council

13. Policy Approval and Authority

This policy comes into effect upon approval by the Governing Council of Bradford University College and is binding on all departments and staff.

2. Staff Induction, Orientation, and Onboarding Policy

1. Policy Statement

Bradford University College (BUC) is committed to the effective integration of all newly appointed staff to ensure early productivity, regulatory compliance, professional conduct, and alignment with the institutional culture, values, and quality standards.

2. Purpose

The purpose of this policy is to establish a structured, consistent, and documented induction, orientation, and onboarding process that enables new staff to:

- Understand the mission, vision, and values of BUC
- Comply with institutional policies, ESHEC requirements, and labour laws
- Perform their duties effectively and confidently
- Integrate smoothly into their departments and teams

3. Scope

This policy applies to all categories of staff at BUC, including:

- Permanent staff

- Fixed-term and contract staff
- Part-time and adjunct staff
- Visiting lecturers and scholars
- Temporary and acting staff

The depth of induction may vary depending on the staff category, duration of appointment, and role.

4. Definitions

- **Induction:** A formal introduction to the institution, its policies, and governance structures.
- **Orientation:** Department-specific familiarization with job roles, systems, and colleagues.
- **Onboarding:** The broader process of integrating staff into the institution over an initial period, typically the first three (3) months of employment.

5. Induction and Onboarding Framework

Induction and onboarding at BUC shall consist of three interrelated phases:

5.1 Institutional Induction

Conducted by the Human Resources Department and covering:

- Institutional governance and organizational structure
- Vision, mission, and strategic objectives
- Policies and procedures
- Code of Conduct and ethics
- ESHEC compliance requirements
- Human Resource policies and conditions of service

5.2 Departmental Orientation

Coordinated by the Line Manager or Head of Department and covering:

- Job description and performance expectations

- Departmental roles and workflows
- Teaching, assessment, or operational procedures
- Reporting lines and communication protocols
- Key contacts and support services

5.3 Role-Specific Onboarding

Tailored onboarding activities to support effective role execution, including:

- Access to systems and tools
- Mentorship or buddy assignment (where applicable)
- Training on specialized equipment or platforms
- Classroom, laboratory, or office familiarization

6. Mandatory Induction Requirements

6.1 Timeframe

- All new staff must complete institutional induction within **thirty (30) days** of appointment
- Staff appointed mid-semester shall receive interim induction followed by full induction

6.2 Core Induction Content

Induction shall include, but is not limited to:

- Institutional governance and management structures
- Teaching, learning, assessment, and moderation standards
- Quality Assurance (QA) policies and procedures
- ICT systems, e-learning platforms, and data security
- Code of Conduct and ethical standards
- Occupational Health, Safety, and Wellness
- Student support services and safeguarding obligations

7. Documentation and Record Keeping

- Attendance at induction sessions is compulsory
- Induction completion shall be documented using standardized induction checklists
- Signed induction acknowledgment forms shall be filed in the staff member's HR record
- Failure to complete induction may impact confirmation of appointment or contract renewal

8. Induction for Academic Staff (Additional Requirements)

Academic staff induction shall additionally include:

- Curriculum and programme orientation
- Assessment design and moderation processes
- Academic integrity and plagiarism policies
- Research ethics and supervision expectations
- Learner support and inclusive teaching practices

9. Support, Mentorship, and Follow-Up

- New staff may be assigned a mentor or peer supporter for the first three (3) to six (6) months
- Line Managers shall conduct follow-up meetings to:
 - Review progress
 - Address challenges
 - Clarify performance expectations

10. Roles and Responsibilities

10.1 Human Resources Department

- Coordinate and deliver institutional induction
- Provide induction materials and schedules
- Maintain induction records and compliance reports

10.2 Line Managers / Heads of Departments

- Conduct departmental orientation
- Ensure role-specific onboarding
- Monitor early performance and integration

10.3 New Staff Members

- Attend all required induction sessions
- Familiarize themselves with institutional policies
- Sign induction acknowledgment documentation

11. Monitoring, Evaluation, and Quality Assurance

- HR shall evaluate the effectiveness of induction programs through:
 - Staff feedback surveys
 - Performance data
- Induction processes shall be reviewed and improved regularly
- Induction compliance forms part of internal audits and ESHEC reviews

12. Non-Compliance

Failure to participate in mandatory induction activities without valid justification may result in:

- Delayed confirmation of appointment
- Restricted access to systems
- Disciplinary action in line with institutional policy

13. Policy Review

This policy shall be:

- Reviewed every three (3) years or as required
- Updated to reflect changes in legislation, ESHEC standards, or institutional practices

- Approved by the Governing Council

14. Policy Approval and Authority

This policy becomes effective upon approval by the Governing Council of Bradford University College and is binding on all staff.

3. Performance Management and Appraisal Policy

1. Policy Statement

Bradford University College (BUC) shall manage staff performance through a fair, transparent, consistent, and developmental performance management and appraisal system that promotes accountability, continuous improvement, and alignment with institutional goals and quality standards.

2. Purpose

The purpose of this policy is to:

- Align individual staff performance with BUC's mission, vision, strategic plan, and quality objectives
- Promote excellence in teaching, research, administration, and service delivery
- Identify training and development needs
- Provide a fair basis for promotion, contract renewal, rewards, and corrective action
- Ensure compliance with ESHEC standards and labour legislation

3. Scope

This policy applies to all staff categories, including:

- Academic staff
- Administrative and managerial staff
- Technical and ICT staff

- Library and learning support staff
- Operations and support staff
- Permanent, contract, part-time, and acting staff

4. Definitions

- **Performance Management:** A continuous process of planning, monitoring, reviewing, and improving performance.
- **Appraisal:** A formal assessment of an employee's performance against agreed objectives and KPIs.
- **Key Performance Indicators (KPIs):** Measurable criteria used to evaluate performance.
- **Performance Improvement Plan (PIP):** A structured plan designed to address underperformance within a defined timeframe.

5. Performance Management Framework

BUC shall adopt a structured performance management framework consisting of:

- Performance planning
- Ongoing monitoring and feedback
- Formal performance appraisal
- Performance development and improvement

Performance management shall be developmental rather than punitive, except in cases of persistent or serious underperformance.

6. Performance Planning

- At the beginning of each appraisal cycle, staff and Line Managers shall agree on:
 - Individual performance objectives
 - KPIs aligned to job descriptions and institutional priorities
 - Expected outputs and performance standards

- Performance objectives shall be:
 - Clear and measurable
 - Relevant to the staff member's role
 - Consistent with departmental and institutional goals

7. Performance Appraisal Process

7.1 Frequency of Appraisals

- Formal performance reviews shall be conducted **at least twice per year**
- Additional reviews may be conducted for:
 - Staff on probation
 - Staff on PIPs
 - Contract renewal considerations

7.2 Appraisal Methods

Depending on staff category, appraisal methods may include:

- Self-assessment
- Supervisor assessment
- Peer review (where applicable)
- Student feedback (for academic staff)
- Evidence-based evaluation of outputs

8. Key Performance Areas (Indicative)

8.1 Academic Staff

KPIs may include:

- Teaching quality and student learning outcomes
- Assessment and moderation compliance
- Research and scholarly output

- Academic advising and supervision
- Professional conduct and service to the institution

8.2 Administrative and Support Staff

KPIs may include:

- Efficiency and accuracy of service delivery
- Compliance with policies and procedures
- Customer service quality
- Teamwork and communication
- Innovation and continuous improvement

9. Feedback, Development, and Support

- Line Managers shall provide constructive feedback during and after appraisals
- Appraisal outcomes shall inform:
 - Training and development plans
 - Coaching and mentoring interventions
 - Career development pathways

10. Managing Underperformance

10.1 Identification of Underperformance

Underperformance may be identified through:

- Appraisal outcomes
- Failure to meet agreed KPIs
- Persistent performance concerns

10.2 Performance Improvement Plans (PIPs)

- Staff identified as underperforming shall be placed on a PIP
- PIPs shall:

- Clearly define performance gaps
- Specify improvement actions
- Set realistic timelines
- Provide appropriate support and supervision

10.3 Outcomes of PIPs

- Successful completion leads to continuation of employment
- Failure to improve may result in:
 - Extended PIP
 - Redeployment (where possible)
 - Disciplinary action in accordance with institutional policy

11. Performance Outcomes and Decisions

Performance appraisal outcomes may inform:

- Confirmation of appointment after probation
- Contract renewal or non-renewal
- Promotion and progression
- Salary progression or incentives (where applicable)
- Training and development opportunities

12. Appeals and Grievance

- Staff have the right to appeal appraisal outcomes they consider unfair
- Appeals shall be submitted in writing to the Human Resources Department within a specified timeframe
- Appeals shall be reviewed objectively and confidentially
- Appeal decisions shall be communicated formally

13. Roles and Responsibilities

13.1 Human Resources Department

- Provide appraisal tools and guidelines
- Ensure consistency and fairness
- Monitor compliance and record keeping

13.2 Line Managers / Heads of Departments

- Set performance objectives
- Conduct appraisals and provide feedback
- Support staff development

13.3 Staff Members

- Participate actively in the performance management process
- Provide accurate self-assessments
- Implement agreed development actions

14. Documentation and Record Keeping

- Performance appraisal records shall be documented and securely stored by HR
- Records shall be treated as confidential
- Appraisal data may be used for institutional planning and reporting

15. Monitoring, Evaluation, and Quality Assurance

- HR shall periodically review the effectiveness of the performance management system
- Performance management compliance forms part of:
 - Internal audits
 - ESHEC institutional reviews

16. Policy Review

This policy shall be:

- Reviewed every three (3) years or as required
- Updated in response to changes in legislation, ESHEC standards, or institutional strategy
- Approved by the Governing Council

17. Policy Approval and Authority

This policy shall take effect upon approval by the Governing Council of Bradford University College and is binding on all staff.

4. Staff Training, Development, and Capacity Building Policy

1. Policy Statement

Bradford University College (BUC) is committed to continuous professional development and capacity building for all staff in order to enhance competence, innovation, institutional effectiveness, and quality service delivery in line with national higher education standards and ESHEC requirements.

2. Purpose

The purpose of this policy is to:

- Enhance staff knowledge, skills, and professional competence
- Promote innovation, quality teaching, research, and service delivery
- Ensure compliance with ESHEC standards and institutional quality assurance systems
- Build sustainable institutional capacity and leadership
- Support staff career progression and lifelong learning

3. Scope

This policy applies to all staff categories, including:

- Academic staff
- Administrative and managerial staff
- Technical, ICT, and laboratory staff
- Library and learning support staff
- Operations and support staff
- Permanent, contract, part-time, and acting staff

4. Definitions

- **Training:** Short-term, job-focused learning aimed at improving immediate performance.
- **Development:** Long-term learning activities that support career growth and leadership readiness.
- **Capacity Building:** Institutional strengthening through systematic enhancement of staff competencies.
- **CPD (Continuous Professional Development):** Ongoing professional learning activities.

5. Training and Development Framework

BUC shall implement a structured training and development framework comprising:

- Training needs identification
- Annual training planning
- Training delivery and participation
- Monitoring, evaluation, and impact assessment

Training and development shall be aligned with institutional strategy and performance management outcomes.

6. Training Needs Analysis (TNA)

- An **annual Training Needs Analysis (TNA)** shall be conducted by HR in collaboration with Heads of Departments

- Training needs shall be identified through:
 - Performance appraisal outcomes
 - ESHEC and QA audit findings
 - Strategic priorities
 - Skills gaps and technological changes
- TNA findings shall inform the Annual Training Plan

7. Annual Training Plan

- HR shall prepare an **Annual Training and Development Plan** for approval by Senior Management
- The plan shall specify:
 - Training priorities
 - Target staff categories
 - Delivery methods
 - Budget allocations
- Training shall be delivered through:
 - Internal workshops and seminars
 - External courses and conferences
 - Online and blended learning platforms
 - Mentorship and peer-learning

8. Mandatory Training Programmes

All relevant staff shall undergo mandatory training in the following areas:

8.1 Academic Staff

- Teaching and learning methodologies
- Assessment design, moderation, and feedback

- Curriculum development and review
- Academic integrity and research ethics
- Inclusive and learner-centered pedagogy

8.2 All Staff

- Quality Assurance (QA) systems and compliance
- Digital learning platforms and ICT systems
- Health, safety, and wellness
- Code of Conduct and ethics
- Customer service and communication

9. Support for Formal Studies and Professional Certification

BUC may support staff to pursue:

- Postgraduate studies
- Professional certifications
- Short courses relevant to institutional needs

Support mechanisms may include:

- Study leave (subject to policy)
- Tuition assistance or fee discounts
- Flexible working arrangements

Approval shall be subject to:

- Relevance to institutional needs
- Budget availability
- Bonding or service agreements (where applicable)

10. Mentorship, Coaching, and Knowledge Sharing

- Mentorship programmes shall be established for:

- Newly appointed staff
- Junior academic and administrative staff
- Coaching and peer-learning initiatives shall promote:
 - Knowledge transfer
 - Best practice sharing
- Departments shall encourage internal seminars and workshops

11. Training Participation and Obligations

- Staff approved for training are expected to:
 - Attend and complete training
 - Apply acquired skills in the workplace
 - Share knowledge gained with colleagues
- Failure to attend approved training without valid reason may result in disciplinary action

12. Monitoring, Evaluation, and Impact Assessment

- HR shall monitor:
 - Training participation rates
 - Training costs and outcomes
- Post-training evaluations shall assess:
 - Relevance
 - Effectiveness
 - Impact on performance
- Training outcomes shall inform future planning

13. Roles and Responsibilities

13.1 Human Resources Department

- Coordinate training needs analysis
- Develop and implement the Annual Training Plan
- Maintain training records and reports

13.2 Heads of Departments

- Identify training needs
- Support staff participation
- Monitor application of skills acquired

13.3 Staff Members

- Participate actively in training
- Apply learning to improve performance

14. Documentation and Record Keeping

- Training records shall be maintained by HR
- Records shall include:
 - Training attended
 - Certificates obtained
 - Costs incurred
- Records shall be confidential and auditable

15. Monitoring and Review

This policy shall be:

- Reviewed every three (3) years or earlier if required
- Updated to reflect changes in ESHEC standards, legislation, or institutional priorities
- Approved by the Governing Council

16. Policy Approval and Authority

This policy shall take effect upon approval by the Governing Council of Bradford University College and shall be binding on all staff.

5. Ethics, Integrity, and Conflict of Interest Policy

1. Policy Statement

Bradford University College (BUC) upholds the highest standards of ethics, integrity, professionalism, and accountability in all employment, recruitment, governance, and operational practices. All staff, Council members, and institutional representatives are expected to act honestly, impartially, and in the best interests of the College at all times.

2. Purpose

The purpose of this policy is to:

- Promote ethical conduct and integrity across the institution
- Prevent conflicts of interest, corruption, and unethical behavior
- Safeguard fairness and transparency in recruitment, procurement, and decision-making
- Protect individuals who report unethical conduct in good faith
- Ensure compliance with ESHEC standards and national legislation

3. Scope

This policy applies to:

- All academic, administrative, technical, and support staff
- Senior Management and members of the Governing Council
- Recruitment and selection panel members
- Consultants, contractors, and temporary staff acting on behalf of BUC

4. Definitions

- **Ethics:** Moral principles governing conduct and decision-making.

- **Integrity:** Consistent adherence to ethical principles, honesty, and accountability.
- **Conflict of Interest:** A situation in which personal, financial, or relational interests may compromise professional judgment.
- **Nepotism:** Favoritism shown to relatives or close associates.
- **Whistleblower:** An individual who reports unethical or illegal conduct in good faith.

5. Ethical Principles

All members of the BUC community shall adhere to the following principles:

- Honesty and transparency
- Fairness and impartiality
- Accountability and responsibility
- Respect for persons and institutional values
- Compliance with laws, regulations, and policies

6. Conflict of Interest

6.1 Declaration of Interest

- All staff involved in decision-making, recruitment, procurement, or governance shall complete a **Conflict of Interest Declaration**
- Declarations shall be made:
 - Upon appointment
 - Annually
 - Whenever circumstances change

6.2 Management of Conflicts

- Individuals with a conflict of interest must:
 - Disclose the conflict promptly
 - Recuse themselves from related decision-making
- Failure to declare a conflict constitutes misconduct

7. Prohibited Conduct

BUC enforces **zero tolerance** for the following:

- Nepotism and favoritism
- Corruption and abuse of office
- Bribery, kickbacks, or inducements
- Falsification of records
- Misuse of institutional resources
- Sexual exploitation or harassment

Violations shall attract disciplinary action, up to and including dismissal and legal action.

8. Ethical Conduct in Recruitment and Employment

- Recruitment processes shall be:
 - Merit-based
 - Transparent
 - Free from bias and undue influence
- Recruitment panel members must:
 - Declare conflicts of interest
 - Adhere to objective scoring criteria
- Undue interference in recruitment is prohibited

9. Whistleblower Protection

- BUC provides safe, confidential channels for reporting unethical conduct
- Whistleblowers acting in good faith shall be protected from:
 - Retaliation
 - Victimization

- Harassment
- False or malicious reporting constitutes misconduct

10. Reporting and Investigation Procedures

- Reports of unethical conduct may be made to:
 - Human Resources
 - Senior Management
 - Governing Council or designated ethics committee
- All reports shall be:
 - Treated confidentially
 - Investigated promptly and fairly
- Findings and recommendations shall be documented

11. Disciplinary Action and Sanctions

- Breaches of this policy shall be addressed in line with:
 - Disciplinary Policy
 - Labour laws of Eswatini
- Sanctions may include:
 - Warning
 - Suspension
 - Termination of employment
 - Referral to law enforcement

12. Awareness, Training, and Compliance

- Ethics training shall form part of:
 - Staff induction

- Ongoing professional development
- All staff shall acknowledge this policy in writing
- Compliance shall be monitored through audits and reviews

13. Roles and Responsibilities

13.1 Governing Council

- Provide ethical oversight
- Approve and enforce this policy

13.2 Senior Management

- Promote ethical culture
- Ensure implementation

13.3 Human Resources Department

- Manage declarations and investigations
- Maintain records

13.4 All Staff

- Comply with ethical standards
- Report unethical conduct

14. Monitoring and Review

This policy shall be:

- Reviewed every three (3) years or earlier if required
- Updated in response to legal or regulatory changes
- Approved by the Governing Council

15. Policy Approval and Authority

This policy becomes effective upon approval by the Governing Council of Bradford University College and is binding on all staff and representatives.

6. Diversity, Equity, and Inclusion (DEI) Policy (Staff-Focused)

6.1 Policy Statement

Bradford University College (BUC) is committed to fostering a diverse, equitable, and inclusive workplace where all staff are treated with dignity, fairness, and respect. The College recognises diversity as a strategic asset that strengthens institutional performance, innovation, decision-making, and staff wellbeing. BUC commits to eliminating discrimination, advancing equity in employment practices, and creating an inclusive working environment that enables all staff to reach their full potential.

6.2 Purpose

The purpose of this policy is to:

- Promote equal employment opportunity across all staff categories
- Prevent discrimination, harassment, and exclusionary practices
- Ensure fair, transparent, and inclusive human resource processes
- Support compliance with national labour laws and higher education quality standards
- Embed DEI principles into institutional culture, leadership, and governance

6.3 Scope

This policy applies to:

- All academic and non-academic staff
- Management, Council members, and committee members
- Contract, part-time, visiting, and temporary staff
- Recruitment panels and decision-making bodies

6.4 Policy Provisions

6.4.1 Equal Employment Opportunity

BUC shall ensure that:

- Recruitment, promotion, training, performance management, and remuneration are based on merit, qualifications, and experience
- No staff member is discriminated against on the basis of gender, age, disability, ethnicity, nationality, language, marital status, or any other protected characteristic recognised by law
- Job advertisements, selection criteria, and appointment decisions are fair, inclusive, and transparent

6.4.2 Inclusive Recruitment and Selection

- Recruitment panels shall be gender-balanced where practicable
- Panel members shall receive guidance on bias-free recruitment practices
- Selection processes shall be documented and auditable
- Reasonable steps shall be taken to encourage applications from under-represented groups

6.4.3 Reasonable Accommodation

BUC shall:

- Provide reasonable accommodation for staff with disabilities, health conditions, or special needs
- Adjust work environments, duties, or schedules where feasible to enable equitable participation
- Ensure accessibility of facilities, systems, and communication tools

6.4.4 Zero Tolerance for Discrimination and Harassment

- Discrimination, harassment, bullying, and victimisation are strictly prohibited
- Sexual harassment and gender-based violence shall be addressed in line with institutional disciplinary procedures
- All complaints shall be handled confidentially, promptly, and fairly
- Retaliation against complainants or witnesses is prohibited

6.4.5 Fair Treatment and Workplace Respect

- All staff shall be treated with dignity and respect in professional interactions
- Abusive language, exclusionary behaviour, or abuse of authority will not be tolerated
- Managers are responsible for promoting inclusive and respectful work environments

6.4.6 Equity in Professional Development

BUC shall ensure:

- Equitable access to training, mentoring, leadership development, and career progression opportunities
- Transparent criteria for study leave, scholarships, and staff development funding
- Monitoring of participation to address disparities

6.4.7 Leadership and Accountability

- Senior management and Heads of Department are accountable for implementing this policy
- DEI considerations shall be integrated into institutional planning and HR decision-making
- Breaches of this policy may result in disciplinary action

6.5 Roles and Responsibilities

- **Council and Management:** Provide oversight and strategic commitment to DEI
- **Human Resources:** Implement, monitor, and review DEI practices and procedures
- **Line Managers:** Promote inclusive practices and address concerns promptly
- **Staff Members:** Uphold DEI principles and report violations

6.6 Monitoring and Reporting

- DEI indicators may be included in HR and institutional reports
- Staff complaints and grievances related to DEI shall be recorded and reviewed
- Periodic policy reviews shall be conducted to ensure effectiveness and compliance

6.7 Related Policies

- Human Resources Policy
- Recruitment and Selection Policy
- Sexual Harassment Policy

- Staff Code of Conduct
- Disciplinary Policy

7. Staff Grievance, Appeals, and Whistleblowing Policy

7.1 Policy Statement

Bradford University College (BUC) is committed to maintaining a fair, transparent, and accountable working environment. The College provides safe and accessible mechanisms for staff to raise grievances, lodge appeals, and report wrongdoing or unethical conduct without fear of retaliation, victimisation, or prejudice. BUC upholds the principles of natural justice, confidentiality, and procedural fairness in all grievance, appeal, and whistleblowing processes.

7.2 Purpose

The purpose of this policy is to:

- Provide clear procedures for resolving staff grievances and disputes
- Ensure fair and transparent appeals against employment-related decisions
- Enable the confidential reporting of misconduct, corruption, or unethical behaviour
- Protect staff who raise concerns in good faith
- Promote accountability, integrity, and trust within the institution

7.3 Scope

This policy applies to:

- All academic and non-academic staff
- Permanent, contract, part-time, and temporary employees
- Management and supervisory staff
- Individuals serving on disciplinary, grievance, or appeals committees

7.4 Guiding Principles

BUC commits to ensuring that:

- All parties are treated fairly and with respect
- Complaints are handled promptly and objectively

- Confidentiality is maintained to the greatest extent possible
- No staff member is victimised for raising concerns in good faith
- Decisions are evidence-based and properly documented

7.5 Policy Provisions

7.5.1 Informal Resolution

- Staff are encouraged to resolve grievances informally where appropriate
- Informal resolution may involve discussion with a line manager, supervisor, or Human Resources
- Participation in informal processes does not prejudice the right to pursue formal procedures
- Informal resolutions should be concluded within reasonable timeframes

7.5.2 Formal Grievance Procedure

- Staff may lodge a formal grievance in writing if informal resolution is unsuccessful or inappropriate
- Grievances shall be acknowledged formally and investigated impartially
- Staff have the right to be heard and to present evidence
- Written outcomes and reasons for decisions shall be provided
- All grievance proceedings shall be documented and securely recorded

7.5.3 Appeals Procedure

- Staff have the right to appeal against disciplinary actions, performance decisions, or grievance outcomes
- Appeals must be lodged within prescribed timeframes
- Appeals shall be considered by an independent and appropriately constituted committee
- Appeal decisions shall be final and communicated in writing

7.5.4 Whistleblowing Mechanism

BUC shall provide confidential and accessible channels for reporting:

- Fraud, corruption, or financial misconduct
- Serious breaches of institutional policies
- Abuse of authority or unethical behaviour
- Risks to health, safety, or institutional integrity

Whistleblowing reports may be made:

- Through designated institutional channels
- To the Human Resources or Governance Office
- Anonymously where appropriate and feasible

7.5.5 Confidentiality and Data Protection

- All grievances, appeals, and whistleblowing reports shall be treated confidentially
- Information shall be shared strictly on a need-to-know basis
- Records shall be stored securely in accordance with data protection requirements

7.5.6 Protection Against Victimisation

- Retaliation, intimidation, harassment, or adverse treatment against staff who raise concerns in good faith is strictly prohibited
- Any act of victimisation shall constitute a disciplinary offence
- Protective measures may be implemented to safeguard affected staff

7.5.7 Malicious or Vexatious Complaints

- Complaints made in bad faith or with malicious intent may result in disciplinary action
- This provision shall not discourage staff from raising genuine concerns

7.6 Roles and Responsibilities

- **Council and Senior Management:** Ensure institutional oversight and accountability
- **Human Resources:** Administer grievance, appeals, and whistleblowing procedures
- **Line Managers:** Support informal resolution and uphold fair practices
- **Staff Members:** Raise concerns responsibly and cooperate with investigations

7.7 Monitoring, Reporting, and Review

- Aggregate data on grievances, appeals, and whistleblowing cases may be reviewed periodically
- Trends and systemic issues shall inform institutional improvements
- This policy shall be reviewed regularly to ensure effectiveness and compliance

8. HR Records Management and Data Protection Policy

8.1 Policy Statement

Bradford University College (BUC) is committed to safeguarding the confidentiality, integrity, availability, and security of all staff records. The College shall manage human resources records responsibly, lawfully, and ethically, ensuring protection of personal information and compliance with applicable data protection and labour legislation.

8.2 Purpose

The purpose of this policy is to:

- Establish standards for the creation, storage, access, use, and disposal of HR records
- Protect staff personal and employment-related data from unauthorised access, loss, or misuse
- Ensure compliance with data protection laws and institutional governance requirements
- Support transparency, accountability, and audit readiness in HR administration

8.3 Scope

This policy applies to:

- All academic and non-academic staff records
- Permanent, contract, part-time, and temporary employees
- Physical and electronic HR records and information systems
- Human Resources staff, managers, and authorised record users

8.4 Guiding Principles

BUC shall ensure that HR records are:

- Collected for legitimate, specified, and lawful purposes

- Accurate, complete, and kept up to date
- Stored securely and accessed only on a need-to-know basis
- Retained only for as long as necessary
- Disposed of securely and responsibly

8.5 Policy Provisions

8.5.1 Types of HR Records

HR records may include, but are not limited to:

- Personal identification and contact information
- Employment contracts and appointment letters
- Performance appraisals and disciplinary records
- Leave, attendance, and payroll records
- Training, qualifications, and professional development records
- Health, safety, and occupational incident records

8.5.2 Secure Storage and Information Security

BUC shall ensure:

- Physical records are stored in locked cabinets within secure offices
- Electronic records are stored on password-protected systems with appropriate access controls
- Regular data backups and system security measures are implemented
- Protection against unauthorised alteration, loss, or destruction of records

8.5.3 Access Control and Authorisation

- Access to HR records shall be limited to authorised personnel only
- Levels of access shall be defined according to role and responsibility
- Staff may access their own records in accordance with approved procedures
- All access to electronic HR systems may be logged and monitored

8.5.4 Data Protection and Legal Compliance

BUC shall:

- Comply with applicable data protection, labour, and information security laws
- Process staff data fairly, lawfully, and transparently
- Ensure personal data is not disclosed to third parties without lawful authority or consent
- Require third-party service providers to adhere to data protection obligations

8.5.5 Records Retention and Disposal

- HR records shall be retained in accordance with approved retention schedules
- Retention periods shall consider legal, operational, and audit requirements
- Records shall be securely disposed of once retention periods expire
- Disposal methods may include shredding of physical files and secure deletion of electronic data

8.5.6 Confidentiality and Staff Responsibilities

- All staff handling HR records shall maintain strict confidentiality
- Breaches of confidentiality or data protection shall constitute misconduct
- Staff shall be trained on data protection and records management obligations

8.5.7 Data Breaches and Incident Management

- Suspected or actual data breaches shall be reported immediately to management
- Appropriate corrective and disciplinary measures shall be taken
- Incident records shall be maintained and reviewed to prevent recurrence

8.6 Roles and Responsibilities

- **Council and Senior Management:** Oversight of data governance and compliance
- **Human Resources:** Custodianship of HR records and implementation of this policy
- **ICT Department:** Security of HR information systems and data infrastructure
- **Managers and Authorised Staff:** Responsible handling of HR records
- **All Staff:** Compliance with data protection requirements

8.7 Monitoring, Audit, and Review

- Periodic audits of HR records management practices shall be conducted
- Compliance issues shall be addressed through corrective actions
- This policy shall be reviewed regularly to ensure relevance and effectiveness

9. Succession Planning and Leadership Development Policy

9.1 Policy Statement

Bradford University College (BUC) is committed to ensuring continuity, stability, and effectiveness in leadership, academic coordination, and institutional governance. The College recognises succession planning and leadership development as strategic imperatives for sustainability, quality assurance, and institutional resilience.

9.2 Purpose

The purpose of this policy is to:

- Ensure continuity in key leadership, academic, and management roles
- Reduce operational risk arising from unexpected vacancies or turnover
- Identify and develop internal talent for future leadership roles
- Strengthen governance, academic leadership, and management capacity
- Support institutional strategic objectives and quality standards

9.3 Scope

This policy applies to:

- Senior management and executive positions
- Academic leadership roles (e.g. Deans, Heads of Department, Programme Coordinators)
- Key administrative and professional roles critical to institutional operations
- Permanent and contract staff identified for leadership development

9.4 Guiding Principles

BUC shall ensure that succession planning:

- Is transparent, fair, and merit-based
- Supports diversity, equity, and inclusion in leadership pathways
- Is aligned with institutional strategy and risk management
- Balances internal talent development with external recruitment where necessary
- Is reviewed and updated regularly

9.5 Policy Provisions

9.5.1 Identification of Critical Roles

BUC shall:

- Identify leadership, academic, and specialist roles critical to institutional performance
- Assess the risk and impact of vacancies in such roles
- Maintain a list of key positions requiring succession planning

9.5.2 Talent Identification and Development

- Potential successors shall be identified based on performance, capability, and leadership potential
- Talent identification processes shall be objective and documented
- Development plans may include mentoring, coaching, job rotation, acting appointments, and formal training
- Participation in leadership development shall not guarantee appointment to a specific role

9.5.3 Leadership Development Programmes

BUC shall provide:

- Structured leadership and management development opportunities
- Training in academic leadership, governance, ethics, and quality assurance
- Opportunities to build skills in strategic planning, people management, and decision-making
- Support for participation in external leadership development programmes where feasible

9.5.4 Academic Leadership Continuity

- Succession planning shall support continuity in academic coordination, programme leadership, and quality assurance functions
- Acting appointments may be made to ensure uninterrupted academic delivery
- Knowledge transfer and handover processes shall be implemented during leadership transitions

9.5.5 Governance and Management Continuity

- Succession planning shall support effective institutional governance and management structures
- Emergency and interim succession arrangements shall be defined for critical roles
- Council and senior management shall be informed of succession risks and mitigation measures

9.5.6 Equity and Fairness in Succession Planning

- Succession planning processes shall promote equitable access to leadership development opportunities
- Bias, favouritism, and exclusionary practices are prohibited
- Gender balance and inclusivity considerations shall be integrated into leadership pipelines

9.6 Roles and Responsibilities

- **Council and Senior Management:** Oversight of succession planning and leadership development
- **Human Resources:** Coordination, documentation, and monitoring of succession plans
- **Academic Leadership:** Identification and mentoring of emerging academic leaders
- **Line Managers:** Support staff development and talent growth
- **Staff Members:** Engage proactively in development opportunities

9.7 Monitoring, Review, and Reporting

- Succession plans shall be reviewed periodically to ensure relevance and effectiveness
- Leadership development outcomes may be included in institutional and HR reports

- Gaps and risks shall inform workforce planning and training priorities

10. Academic Staffing and Qualifications Policy

10.1 Policy Statement

Bradford University College (BUC) is committed to appointing and retaining academically qualified, professionally competent, and ethically responsible academic staff to ensure high-quality teaching, learning, research, and academic leadership. The College shall maintain staffing standards that comply with ESHEC requirements and support programme accreditation, academic integrity, and learner success.

10.2 Purpose

The purpose of this policy is to:

- Define minimum academic qualifications for each academic rank
- Ensure appropriate staffing levels and workload balance
- Promote academic quality, professional development, and research output
- Support compliance with ESHEC, ESQF, and institutional quality assurance standards
- Ensure continuity and consistency in academic delivery

10.3 Scope

This policy applies to:

- All academic staff (full-time, part-time, adjunct, and visiting)
- Teaching, research, supervision, and academic leadership roles
- Undergraduate and postgraduate programmes
- All faculties, schools, and academic departments

10.4 Guiding Principles

BUC shall ensure that:

- Academic appointments are merit-based and qualification-driven
- Staffing aligns with programme needs, enrolment levels, and delivery modes
- Teaching loads are reasonable and support quality delivery

- Research and scholarly activity are integral to academic roles
- Staffing decisions support continuous quality improvement

10.5 Academic Ranks and Minimum Qualifications

BUC recognises the following academic ranks, with minimum qualification requirements:

- **Professor:** Doctoral qualification (PhD or equivalent) with a strong record of research, publications, supervision, and academic leadership
- **Associate Professor:** Doctoral qualification with demonstrated research output and teaching excellence
- **Senior Lecturer:** Doctoral qualification or near completion, with proven teaching and scholarly engagement
- **Lecturer:** Master's degree in the relevant discipline (Doctoral qualification preferred)
- **Assistant Lecturer / Tutor:** At least a Bachelor's degree with Honours in the relevant field

All qualifications shall:

- Be in the relevant discipline or a closely related field
- Be obtained from recognised and accredited institutions
- Be verified and documented prior to appointment

10.6 Teaching Load and Workload Norms

BUC shall establish teaching load norms that:

- Reflect academic rank, programme level, and mode of delivery
- Balance teaching, research, supervision, and service responsibilities
- Support effective learner engagement and assessment quality

Indicative workload considerations may include:

- Number of modules or courses taught per semester
- Contact hours, preparation, assessment, and feedback time
- Supervision of undergraduate and postgraduate research
- Participation in academic committees and quality assurance activities

Teaching loads shall be reviewed periodically to ensure fairness and sustainability.

10.7 Research and Scholarly Expectations

BUC recognises research and scholarship as core academic functions and shall:

- Define research expectations appropriate to each academic rank
- Encourage publication, conference participation, and scholarly engagement
- Support staff participation in research supervision and postgraduate programmes
- Provide access to research resources, training, and development opportunities

Research performance may be considered in:

- Promotion and career progression
- Contract renewal and performance appraisal
- Allocation of research supervision responsibilities

10.8 Recruitment, Appointment, and Verification

BUC shall ensure that:

- Academic recruitment processes are transparent and documented
- Qualification verification is conducted prior to appointment
- Appointment letters specify rank, workload, and performance expectations
- Staff appointments comply with ESHEC staffing ratios and programme accreditation conditions

10.9 Professional Development and Advancement

BUC shall:

- Support academic staff to upgrade qualifications and competencies
- Provide opportunities for pedagogical training and curriculum development
- Encourage progression through academic ranks based on merit and performance
- Maintain clear promotion criteria and processes

10.10 Monitoring, Review, and Compliance

- Academic staffing profiles shall be reviewed regularly

- Staffing data shall be maintained for audit and accreditation purposes
- Non-compliance with staffing or qualification requirements shall be addressed promptly
- This policy shall be reviewed periodically to ensure continued ESHEC compliance

10.11 Roles and Responsibilities

- **Council and Senior Management:** Oversight of academic staffing policy and compliance
- **Academic Affairs / QA Unit:** Monitoring of qualifications, workloads, and standards
- **Human Resources:** Documentation, verification, and records management
- **Heads of Department:** Implementation at departmental level
- **Academic Staff:** Compliance with teaching, research, and professional standards

11. Contract Management and Renewal Policy

Covers:

- Probation
- Contract renewal criteria
- Termination procedures

11. Occupational Health, Safety, and Wellness Policy

11.1 Policy Statement

Bradford University College (BUC) is committed to providing a safe, healthy, and supportive working environment that promotes the physical, mental, and social wellbeing of all staff. The College recognises occupational health, safety, and wellness as essential to staff productivity, institutional sustainability, and quality service delivery.

11.2 Purpose

The purpose of this policy is to:

- Prevent workplace injuries, illnesses, and accidents
- Promote physical safety and healthy working conditions

- Support staff mental health and psychosocial wellbeing
- Encourage a culture of health, safety, and shared responsibility
- Ensure compliance with occupational health and safety legislation and standards

11.3 Scope

This policy applies to:

- All academic and non-academic staff
- Permanent, contract, part-time, and temporary employees
- Visitors, contractors, and service providers while on BUC premises
- All physical, digital, and off-campus work environments

11.4 Guiding Principles

BUC shall ensure that:

- Health and safety risks are proactively identified and managed
- Staff are consulted and involved in health and safety matters
- Mental health and wellness are treated with equal importance as physical safety
- Preventive and supportive measures are prioritised
- Compliance and continuous improvement are maintained

11.5 Policy Provisions

11.5.1 Workplace Health and Safety

BUC shall:

- Provide safe, well-maintained, and compliant facilities and equipment
- Conduct regular workplace risk assessments and safety inspections
- Implement safety procedures for laboratories, workshops, offices, and learning spaces
- Ensure appropriate signage, emergency exits, and fire safety measures
- Provide personal protective equipment (PPE) where required

11.5.2 Roles and Responsibilities for Safety

- Management shall provide leadership and resources for health and safety

- Supervisors shall ensure safe work practices within their areas of responsibility
- Staff shall comply with safety procedures and report hazards promptly
- Health and Safety Committees may be established to support oversight and consultation

11.5.3 Incident Reporting and Investigation

- All accidents, injuries, near-misses, and unsafe conditions shall be reported promptly
- Incidents shall be investigated to identify root causes and corrective actions
- Records of incidents and corrective measures shall be maintained
- Serious incidents shall be escalated to senior management and relevant authorities where required

11.5.4 Mental Health and Psychosocial Wellbeing

BUC recognises the importance of mental health and shall:

- Promote a supportive and respectful work environment
- Encourage early identification and support for stress, burnout, and mental health challenges
- Provide access to counselling or psychosocial support services where feasible
- Implement measures to address workplace stressors and psychosocial risks

11.5.5 Staff Wellness Programmes

BUC may implement wellness initiatives such as:

- Health awareness and education programmes
- Physical activity and wellness campaigns
- Stress management and work-life balance initiatives
- Periodic health screenings and wellness assessments

Participation in wellness programmes shall be voluntary and inclusive.

11.5.6 Emergency Preparedness and Response

BUC shall:

- Establish and communicate emergency procedures
- Conduct drills for fire, evacuation, and other emergencies

- Provide first aid facilities and trained first responders
- Review emergency plans regularly

11.5.7 Occupational Health and Safety Training

- Staff shall receive appropriate health and safety induction and training
- Training shall be provided for high-risk roles and environments
- Records of training and certifications shall be maintained

11.5.8 Compliance and Enforcement

- Non-compliance with health and safety requirements may result in disciplinary action
- Contractors and service providers shall be required to comply with BUC safety standards

11.6 Roles and Responsibilities

- **Council and Senior Management:** Oversight and resource allocation
- **Human Resources:** Coordination of wellness initiatives and staff support
- **Health and Safety Officer / Committee:** Monitoring and advisory role
- **Line Managers:** Implementation and supervision at departmental level
- **Staff Members:** Compliance with safety and wellness practices

11.7 Monitoring, Review, and Continuous Improvement

- Health, safety, and wellness performance may be reviewed periodically
- Incident trends and staff feedback shall inform improvements
- This policy shall be reviewed regularly to ensure effectiveness and legal compliance

12. Occupational Health, Safety, and Wellness Policy

12.1 Policy Statement

Bradford University College (BUC) is committed to providing a safe, healthy, and supportive working environment that protects the physical health, mental wellbeing, and overall welfare of all staff. The College recognises that effective occupational health, safety, and wellness management is essential for staff productivity, institutional sustainability, and quality education delivery.

12.2 Purpose

The purpose of this policy is to:

- Prevent workplace injuries, illnesses, and accidents
- Promote a safe and healthy work environment
- Support staff mental health and psychosocial wellbeing
- Encourage staff participation in wellness and preventative health programmes
- Ensure compliance with occupational health and safety legislation and institutional standards

12.3 Scope

This policy applies to:

- All academic and non-academic staff
- Permanent, contract, part-time, and temporary employees
- Contractors, service providers, and visitors while on BUC premises
- All BUC work environments, including offices, classrooms, laboratories, workshops, and off-campus activities

12.4 Guiding Principles

BUC shall ensure that:

- Health and safety risks are identified, assessed, and mitigated proactively
- Staff wellbeing, including mental health, is prioritised alongside physical safety
- Health and safety responsibilities are clearly defined and shared
- Preventive and supportive measures are favoured over reactive responses
- Continuous improvement is embedded in health and safety practices

12.5 Policy Provisions

12.5.1 Workplace Safety

BUC shall:

- Provide safe, clean, and well-maintained facilities and equipment
- Conduct regular workplace inspections and risk assessments

- Implement safety procedures for high-risk areas such as laboratories and workshops
- Ensure compliance with fire safety, emergency exits, and building safety standards
- Provide appropriate personal protective equipment (PPE) where required

12.5.2 Health and Safety Responsibilities

- Management shall provide leadership, resources, and oversight for health and safety
- Line managers shall enforce safe work practices within their departments
- Staff shall comply with safety procedures and report hazards or unsafe conditions
- A Health and Safety Committee or designated officer may support consultation and monitoring

12.5.3 Incident Reporting and Investigation

- All accidents, injuries, occupational illnesses, and near-miss incidents shall be reported promptly
- Incidents shall be investigated to identify causes and corrective actions
- Records of incidents and remedial measures shall be maintained for audit purposes
- Serious incidents shall be escalated to senior management and relevant authorities where required

12.5.4 Mental Health and Psychosocial Wellbeing

BUC recognises the importance of mental health and shall:

- Promote a respectful, supportive, and inclusive work environment
- Address workplace stress, burnout, and psychosocial risks
- Encourage early support-seeking and destigmatisation of mental health challenges
- Provide access to counselling, psychosocial support, or referral services where feasible

12.5.5 Staff Wellness Programmes

BUC may implement wellness initiatives aimed at promoting healthy lifestyles and work-life balance, including:

- Health awareness and education programmes
- Stress management and resilience workshops

- Physical activity and wellness campaigns
- Periodic health screenings and wellness activities

Participation in wellness programmes shall be voluntary, inclusive, and non-discriminatory.

12.5.6 Emergency Preparedness and First Aid

BUC shall:

- Establish and communicate emergency procedures and evacuation plans
- Conduct emergency drills periodically
- Provide first-aid facilities and trained personnel
- Review emergency preparedness measures regularly

12.5.7 Health and Safety Training

- Staff shall receive health and safety induction upon appointment
- Additional training shall be provided for high-risk roles and environments
- Training records shall be maintained by Human Resources or the designated office

12.5.8 Compliance and Enforcement

- Non-compliance with health, safety, and wellness requirements may result in disciplinary action
- Contractors and service providers shall be required to comply with BUC health and safety standards

12.6 Roles and Responsibilities

- **Council and Senior Management:** Strategic oversight and resourcing
- **Human Resources:** Coordination of wellness programmes and staff support
- **Health and Safety Officer / Committee:** Monitoring, guidance, and reporting
- **Line Managers:** Implementation at departmental level
- **Staff Members:** Compliance with safety procedures and participation in wellbeing initiatives

12.7 Monitoring, Review, and Continuous Improvement

- Health, safety, and wellness performance shall be reviewed periodically

- Incident trends, staff feedback, and audit findings shall inform improvements
- This policy shall be reviewed regularly to ensure legal compliance and effectiveness

13. Remuneration, Benefits, and Salary Structure Policy

13.1 Policy Statement

Bradford University College (BUC) is committed to providing fair, transparent, and equitable remuneration and benefits that attract, retain, and motivate qualified staff while ensuring institutional sustainability. The College shall implement a structured and consistent compensation framework that supports performance, equity, and compliance with applicable labour and governance requirements.

13.2 Purpose

The purpose of this policy is to:

- Establish clear principles for determining salaries and benefits
- Ensure internal equity and external competitiveness in compensation
- Promote transparency and consistency in remuneration decisions
- Support staff motivation, performance, and retention
- Ensure compliance with labour laws, institutional policies, and budgetary controls

13.3 Scope

This policy applies to:

- All academic and non-academic staff
- Permanent, contract, part-time, and temporary employees
- Senior management, academic staff, and professional support staff
- Allowances, benefits, and non-salary compensation elements

13.4 Guiding Principles

BUC shall ensure that remuneration:

- Is fair, equitable, and based on role, qualifications, and responsibilities
- Reflects internal parity and affordability

- Is applied consistently and without discrimination
- Supports performance and institutional objectives
- Is reviewed periodically and documented appropriately

13.5 Policy Provisions

13.5.1 Salary Structure and Pay Grades

BUC shall maintain:

- A formal salary structure with defined grades and scales
- Job evaluations to determine appropriate grade placement
- Clear alignment between job roles, academic ranks, and pay levels
- Documentation of salary bands and progression criteria

13.5.2 Determination of Remuneration

Remuneration shall be determined based on:

- Job role, scope, and level of responsibility
- Academic rank and qualifications (where applicable)
- Skills, experience, and market considerations
- Institutional affordability and budget approvals

All remuneration decisions shall be approved through authorised institutional processes.

13.5.3 Benefits and Allowances

BUC may provide benefits and allowances such as:

- Pension or retirement contributions (where applicable)
- Medical or health-related benefits (subject to institutional provisions)
- Housing, transport, or responsibility allowances
- Leave entitlements and statutory benefits

Benefits shall be administered in accordance with approved policies and contracts.

13.5.4 Equity and Non-Discrimination

- Equal pay shall be provided for work of equal value

- Remuneration decisions shall not discriminate on prohibited grounds
- Any disparities shall be justified, documented, and reviewed
- Gender and equity considerations may be monitored as part of HR reviews

13.5.5 Performance-Linked Adjustments

BUC may implement:

- Salary progression linked to performance appraisal outcomes
- Merit-based increments or recognition awards
- Adjustments based on promotion, expanded responsibilities, or regrading

Performance-based adjustments shall be transparent and evidence-based.

13.5.6 Salary Review and Adjustment

- Salaries and benefits may be reviewed periodically subject to financial sustainability
- Reviews shall consider inflation, market trends, and institutional capacity
- Staff shall be informed of any approved adjustments in writing

13.5.7 Confidentiality of Remuneration Information

- Individual salary information shall be treated as confidential
- Access to remuneration data shall be restricted to authorised personnel
- Breaches of confidentiality may result in disciplinary action

13.6 Roles and Responsibilities

- **Council and Senior Management:** Approval of remuneration frameworks and budget oversight
- **Human Resources:** Administration, job grading, and records management
- **Finance Office:** Budget control and payroll processing
- **Line Managers:** Input into job evaluation and performance-based recommendations
- **Staff Members:** Compliance with contractual remuneration terms

13.7 Monitoring, Audit, and Review

- Remuneration practices may be reviewed periodically for equity and compliance

- Payroll and benefits records shall be maintained for audit purposes
- This policy shall be reviewed regularly to ensure relevance and sustainability

14. Remote Work and Flexible Working Arrangements Policy

14.1 Policy Statement

Bradford University College (BUC) recognises the evolving nature of higher education delivery and administrative work and is committed to supporting flexible and remote working arrangements where operationally feasible. The College shall enable online teaching, blended learning, and flexible administrative work while maintaining academic quality, staff accountability, and institutional effectiveness.

14.2 Purpose

The purpose of this policy is to:

- Provide a framework for remote and flexible working arrangements
- Support online and blended teaching and learning delivery
- Enhance staff productivity, work-life balance, and wellbeing
- Ensure continuity of academic and administrative operations
- Maintain quality assurance, performance standards, and data security

14.3 Scope

This policy applies to:

- Academic and non-academic staff eligible for remote or flexible work
- Online, blended, and technology-supported teaching activities
- Administrative and support functions that can be performed remotely
- Permanent, contract, part-time, and temporary staff, subject to approval

14.4 Guiding Principles

BUC shall ensure that:

- Remote and flexible work arrangements support institutional objectives

- Academic quality, learner engagement, and assessment integrity are preserved
- Decisions are fair, transparent, and role-appropriate
- Staff remain accountable for performance and availability
- Information security and data protection requirements are upheld

14.5 Policy Provisions

14.5.1 Eligibility and Approval

- Remote or flexible working arrangements are not an automatic entitlement
- Eligibility shall be determined based on role requirements, operational needs, and performance
- All arrangements must be formally approved by management
- Approval may be temporary, conditional, or subject to periodic review

14.5.2 Online Teaching and Blended Learning

BUC shall:

- Support academic staff delivering approved online or blended programmes
- Ensure staff have appropriate training in online pedagogy and learning technologies
- Require adherence to curriculum, assessment, and quality assurance standards
- Monitor teaching effectiveness and student engagement in remote environments

14.5.3 Flexible Administrative Arrangements

- Flexible work arrangements may include adjusted working hours, remote work, or hybrid schedules
- Administrative functions must remain responsive and service-oriented
- Managers shall ensure adequate coverage and continuity of services

14.5.4 Performance Management and Accountability

- Staff working remotely shall meet the same performance standards as on-site staff
- Deliverables, availability, and communication expectations shall be clearly defined
- Performance shall be monitored through agreed reporting and supervision mechanisms

14.5.5 Working Hours and Availability

- Working hours shall be agreed in advance and aligned with institutional needs
- Staff must be reachable during agreed working times
- Overtime and workload management shall comply with HR policies

14.5.6 Technology, Data Protection, and Information Security

BUC shall ensure that:

- Approved digital platforms and systems are used for remote work
- Staff comply with information security and data protection policies
- Confidential institutional and student data is protected at all times
- ICT support is provided within institutional capacity

14.5.7 Health, Safety, and Wellbeing in Remote Work

- Staff working remotely are responsible for maintaining a safe work environment
- The College shall provide guidance on ergonomics and remote work safety
- Mental health and wellbeing support remains accessible to remote staff

14.5.8 Review, Modification, or Termination of Arrangements

- Remote or flexible work arrangements may be reviewed periodically
- The College reserves the right to amend or withdraw arrangements based on operational needs, performance, or compliance concerns
- Changes shall be communicated clearly and reasonably

14.6 Roles and Responsibilities

- **Council and Senior Management:** Oversight of flexible work frameworks
- **Human Resources:** Policy administration and guidance
- **Academic Affairs / QA Unit:** Oversight of online and blended teaching quality
- **Line Managers:** Approval, supervision, and performance monitoring
- **Staff Members:** Compliance with agreed arrangements and institutional policies

14.7 Monitoring, Review, and Quality Assurance

- Remote work and flexible arrangements shall be reviewed for effectiveness and impact

- Academic and service quality indicators shall inform ongoing adjustments
- This policy shall be reviewed regularly to reflect technological and institutional changes

14.8 Related Policies

- Human Resources Policy
- Academic Staffing and Qualifications Policy
- Information Security Policy
- Occupational Health, Safety, and Wellness Policy
- Quality Assurance Policy

15. Exit Management and Staff Separation Policy

15.1 Policy Statement

Bradford University College (BUC) is committed to managing staff exits in a fair, transparent, and structured manner that supports organisational continuity, knowledge transfer, and compliance with legal and contractual obligations. The College recognises that effective exit management protects institutional knowledge, ensures operational continuity, and maintains positive staff relations.

15.2 Purpose

The purpose of this policy is to:

- Provide a clear framework for staff resignation, retirement, or termination
- Ensure structured exit procedures and knowledge transfer
- Collect feedback through exit interviews to inform HR strategy
- Protect institutional assets, records, and intellectual property
- Ensure compliance with labour laws, contracts, and governance standards

15.3 Scope

This policy applies to:

- All academic and non-academic staff
- Permanent, contract, part-time, and temporary employees

- Voluntary and involuntary separations
- Retirements, resignations, and end-of-contract departures

15.4 Guiding Principles

BUC shall ensure that exit management:

- Is conducted in a professional, transparent, and consistent manner
- Upholds fairness, confidentiality, and respect for staff
- Preserves institutional knowledge and continuity
- Complies with contracts, legal obligations, and governance standards
- Supports organisational learning through feedback and reporting

15.5 Policy Provisions

15.5.1 Resignation

- Staff intending to resign must provide written notice in accordance with their contract.
- Notice periods must be respected to allow smooth transition of responsibilities.
- HR shall acknowledge receipt of resignation and initiate exit procedures.

15.5.2 Retirement

- Staff approaching statutory or contractual retirement age shall be notified and assisted with transition planning.
- Retirement may include phased retirement arrangements, where operationally feasible.
- HR shall ensure retirement benefits, pensions, and final settlements are processed promptly.

15.5.3 Exit Interviews

- Exit interviews shall be conducted for all departing staff to collect feedback on work experience, policies, and organisational climate.
- Interviews shall be conducted by HR or a designated officer in a confidential and supportive manner.
- Findings shall inform policy improvement, staff retention strategies, and workplace culture initiatives.

15.5.4 Knowledge Transfer

- Departing staff are required to hand over key responsibilities, documents, and knowledge to successors or designated colleagues.
- Knowledge transfer plans shall be agreed with line managers and HR prior to exit.
- Critical processes, project information, and institutional knowledge must be formally documented and stored.

15.5.5 Clearance and Asset Return

- Staff must return all institutional property, including keys, electronic devices, documents, and access credentials.
- HR and line managers shall verify clearance completion before processing final payments.

15.5.6 Final Settlement

- Payroll, accrued leave, and benefits shall be processed according to contract terms and applicable legislation.
- HR shall issue a formal separation letter confirming the end of employment and any entitlements.

15.5.7 Confidentiality and References

- Confidential information accessed during employment must not be disclosed post-employment.
- Staff may request reference letters, which shall be provided in line with institutional policy and performance records.

15.6 Roles and Responsibilities

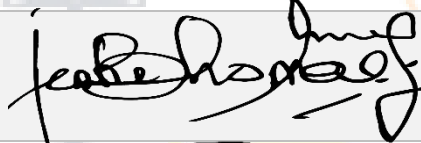




- **Council and Senior Management:** Oversight of exit management processes and governance compliance
- **Human Resources:** Administration of resignation, retirement, clearance, knowledge transfer, and exit interviews
- **Line Managers / Heads of Department:** Coordination of knowledge transfer and handover of responsibilities
- **Staff Members:** Compliance with notice periods, handover, clearance, and exit procedures

15.7 Monitoring, Review, and Continuous Improvement

- Exit data, interview findings, and separation trends shall be reviewed periodically to inform HR strategy.
- Policies and procedures shall be reviewed regularly to ensure legal compliance and effectiveness.
- Corrective actions shall be implemented where exit processes reveal gaps in staffing, workload, or organisational knowledge.

APPROVAL AND AUTHORISATION

It is hereby authorized for implementation.

Name & Designation	Signature	Date
Chairperson – Board Council		23/02/2024
Chairperson – Academic Board / Senate		23/02/24
Director of Quality Assurance		23/02/24
Senior Member – Academic Board		23/02/24
Registrar		23/02/24