

# BEDFORD COLLEGE

## STAFFING POLICY

### Introduction

This policy describes our approach to getting, keeping, managing and developing our staff in line with the three College values of

**Student Focus:** We will seek to achieve a high quality learning experience for every student.

**High Performance:** We will strive for consistently high levels of performance in all aspects of our work.

**Respect, Openness and Honesty:** We will treat everyone with respect, encourage openness and honesty and recognise each other's contribution and achievements.

Bedford College employs people who empathise with and deliver our values and who work proactively to maintain our outstanding status. The purpose of this policy is to ensure that our approach as an employer is planned and carried out to meet these aims with a focus on ensuring a positive experience for each employee. The Human Resources team is responsible for developing processes and detailed procedures consistent with this policy statement to deliver our commitment to be a "first choice employer offering exceptional development opportunities to all staff".

### Getting staff

Our commitments are to

- employ staff who wholeheartedly support our values and this applies to every job in the College including Directors, Managers, teaching staff, support staff, Associates and temporary staff
- create a person specification for each job which puts working in line with our values as essential and we will not appoint someone to a permanent position who does not match our expectations
- ensure that our approach to procuring staff is driven by student/curriculum/customer need taking into account financial effectiveness
- maintain a range of differentiated teaching roles to make best use of individual expertise and provide opportunities for progression through the achievement of professionally recognised teaching qualifications
- develop wherever possible support roles with career progression based on job performance and appropriate professional qualifications
- ensure that all teams are led by Directors who are professionally qualified in the relevant specialism
- promote development opportunities as part of our recruitment process and set relevant qualification achievement as a contractual requirement for all jobs
- use the expertise of our Human Resources team to determine the appropriate marketing and advertising approach for all jobs consistent with our values
- ensure that as a provider of services to the local community our staff profile reflects the community we serve.

## **Keeping staff**

Our commitments are to

- provide an excellent introduction to the College and warmly welcome all staff into the College community with an effective induction to the College, team and job role
- ensure that we have appropriate policies and procedures for staff and student conduct, cleanliness and security, wellbeing and health and safety so that all staff feel well looked after by us
- maintain all pay awards based on performance in keeping with our value of high performance
- provide all staff with opportunities for both job related and personal development
- maintain good internal communications with staff and expect all managers, including Directors and the Chief Executive, to operate an “open door” approach and meet with any member of staff at his/her request
- carry out exit meetings with staff resigning from the College to establish reasons for leaving so that any issues adversely affecting staff retention or motivation are addressed
- inform teaching staff before the summer break of their likely priorities for the following year so that they may begin to prepare and plan
- provide a range of welfare services for staff including an Employee Assistance Programme, mini health checks and social events and activities subject to overall budget constraints
- carry out a Staff Survey to take the “emotional temperature” of our staff at least every two years and follow these up with focus groups led by Human Resources to identify and address any concerns.

## **Managing Staff**

Our commitments are to

- use probation to help new staff develop into effective employees and to support them to do so
- expect staff to be highly motivated and empowered and prepared to make decisions about their work and to support this we have clear processes and procedures that must be followed and will not penalise staff who follow these
- maintain relevant procedures for probation, discipline, grievance and similar matters which will be applied in a fair and consistent manner to support managers in dealing robustly with conduct or other issues which are impacting adversely on the experiences of staff or students or on the reputation of the College
- ensure all staff are appropriately trained in areas including health and safety, safeguarding, safer recruitment and equality and diversity to support and protect both students and staff
- expect staff to attend College 100% of the time to meet high standards of customer service and provide an excellent student experience
- expect staff to take regular breaks and plan their leave in advance with their teams to ensure that each year leave entitlement is taken in full
- expect managers to arrange regular team and individual meetings with team members to ensure that all staff are clear about their part in achieving our priorities

- regularly monitor key performance indicators including staff costs, staff numbers, staff attendance and absence, turnover and development
- seek and maintain appropriate external recognition for our people management practices and achievements.

## **Developing Staff**

Our commitments are to

- set investment in staff development at 1% of the staffing budget each year
- ensure that every member of staff receives appropriate development taking into account their current and future responsibilities
- encourage development to enable staff to achieve their personal ambitions within the College and beyond
- appraise staff annually to determine an individual development plan for the following twelve months
- support staff to exercise responsibility for their own self development and provide discounted opportunities to develop
- expect teaching staff and other support posts in specific specialisms to gain appropriate qualifications
- monitor participation in continuing professional development including current industry best practice
- recognise the positive impact of effective leadership and management on staff motivation and support the development of managers and aspiring managers
- celebrate staff achievements and design reward systems to encourage development to the benefit of the College.

Elizabeth Nash  
Director of Organisation Development  
October 2011

Endorsed by the  
Human Resources Committee 11 October 2011