



Staff Handbook

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CORPORATE OBJECTIVES

1. TSMR agrees to implement and achieve a framework for higher academic, financial, student strategic aims and objectives.
2. TSMR agrees to, implement and achieve a School/Service academic, financial, student plan as part of the Institutes framework.

Service Level

3. Promotion of TSMR as a high quality civic institution of higher learning to a regional, national and international market.
4. Grow collaborative partnerships across the UAE to deliver our widening participation agenda.
5. Develop and grow work-based learning provision for corporate clients and individuals both in and out of country.
6. Grow the part-time learning for pleasure market.
7. Raise our full-time Asia-Middle East and Africa student intake points score through generation of more first choice applicants and managed process during clearing against planned intake targets.
8. Continue to improve our student retention rates noting correlation between student entry grades and retention.
9. Achieve measurable improvement in student satisfaction nationally and international Student Survey.
10. Continue to maintain/improve our academic performance with particular emphasis on:
 - (a) QAA teaching quality ratings including achieving positive outcome from collaborative provision audit
 - (b) Continuing with the sustained preparation for possible RAE
 - (c) Further embedding reach-out and maximising performance against the HEIF metrics
11. Review income generation activity to ensure achievement of maximum contribution and grow new activity both in UAE and overseas.

12. Stabilise and grow international student recruitment.
13. Review and improve cost effectiveness and efficiency of activities on a regular basis.
14. Assess, manage and mitigate risks as part of a regular process both for new activity and on-going activity including enhanced corporate governance.
15. Continue to progress the operational plan including supporting strategies and review where necessary.

The School of Management & Research (TSMR)

Dated: 27th January 2018

STAFF DEVELOPMENT POLICY STATEMENT

TSMR is committed to creating an environment that encourages development for all members of its community. The corporate plan states that TSMR's approach to the experience of its students and staff is characterised by:

“Recognising that TSMR is very much in the business of supporting aspirations and nurturing talent. TSMR is therefore committed to attracting and retaining the best possible mix and highest calibre of students and staff; to enabling them to give their best in an enjoyable, stimulating and appropriately challenging environment; to taking a long-term view of their individual development; and to have high expectations of their contribution.”

As an academic establishment, striving toward excellence in learning and teaching, research and the provision of high quality professional and support services, TSMR wishes to ensure that opportunities are available to all staff to learn and develop within their current role and in preparation for their future career development.

TSMR recognises that the development of rounded individuals with a broad range of skills and interests brings both individual and organisational benefits and is, therefore, fully committed to providing opportunities for staff to enable them to reach their full potential in their role and supporting career development and progression.

The purpose of staff learning and development is to enable staff, individually and collectively, to enhance their knowledge, expertise and skills in order to enable them to fulfil their job role effectively and support progression. We encourage staff to self-reflect and identify their own development requirements and aspirations as well as being supported in this process by their manager.

TSMR recognises that staff development in its broadest sense includes on the job learning, specific training in order to carry out the role, new projects and challenges, knowledge sharing with colleagues, job shadowing, secondment, mentoring, coaching, research and study, as well as participation in conferences, seminars, courses, professional qualifications and training events. At the heart of TSMR's commitment to staff development is the acknowledgement of the vital role that good leaders and managers play in enabling staff to continue to develop professionally and personally. Consequently TSMR will support its senior leaders and managers with targeted development programmes now and in the future.

The policy seeks to encompass the whole staff community, while recognising that scholarly activity in pursuit of academic excellence is the responsibility of each academic, supported and guided by their Dean. Equally, development activity in pursuit of professional excellence is the responsibility of individual managers, supported and guided by their Head.

ORGANISATIONAL COMMITMENT

In accordance with TSMR's Equality and Diversity Policy there is a commitment to providing equality of opportunity by ensuring that learning and development opportunities are available to staff regardless of disability, gender or sexual identity, marital status, family or caring responsibilities, race, colour, ethnic origin, sexual orientation, age, national origins, nationality, trade union membership and activity, political and religious beliefs, work or study pattern or contractual status.

All staff can expect to:

- be welcomed into an evolving and dynamic community where talent, strengths and good ideas will be respected;
- be given the opportunity to attend a local induction and to understand FE/HE community, ways of working and current job requirements;
- take part in the Staff Development and Review scheme (SDR), with a view to supporting development, facilitating the improvement of performance to meet agreed objectives and achieving career aspirations;
- build on or develop the knowledge, ability and skills required to carry out the role for which they have been employed, taking into account reasonable adjustments which may need to be made based on individual need, context and circumstances;
- be treated as individuals and be provided with the level of support/development which is required for them to develop the skills to do their job effectively;
- have the opportunity to extend their learning to equip themselves to meet changing needs, irrespective of their present grades or roles and career pathways;
- be able to progress through learning and development activities or have the opportunity to prepare themselves for their own potential career progression through learning and development activities.

TSMR will promote the sharing of information and will provide opportunities, facilities and resources, including the waiver of tuition fees for its own taught courses and reciprocal arrangements with local providers, as defined in the Policy on Staff Studying for Qualifications.

STAFF DEVELOPMENT & TRAINING

Faculty members without teaching qualifications will be encouraged to enrol on different training programme to undertake CPD on Teaching & Learning by June 2019. This course will be organised internally.

GUIDANCE ON IMPLEMENTING THE POLICY STATEMENT & COMMITMENT

1 ROLES & RESPONSIBILITIES

1.1 Staff Development Group:

- Oversees the staff development policy and associated strategies for the University of TSMR in the light of the corporate strategic plan;
- Reviews annual plans/priorities for staff development with departments within TSMR
- Stimulates and disseminates best practice in relation to staff development activity to departments within TSMR
- Receives annual evaluation reports on staff development activity from departments within TSMR
- Receives reports and advice on central provision of staff development activity from relevant units (e.g. Information Services, Registry, Health and Safety and Personnel);
- Monitors progress in relation to staff development activity derived from TSMR's staffing strategy.

1.2 Heads of Department and other senior managers

Responsibility and resources for staff development are largely devolved to individual Departments Heads and Deans:

- a) Ensure that Department staff development plans and practices are based on this policy and reflect the commitments made;
- b) Produce a local annual staff development plan based on TSMR and strategies and priorities and taking into account individual needs;

- c) allocate resources and create an appropriate environment to meet the above identified development needs ensuring that there is fair allocation of resources across all grades and types of staff;
- d) Discuss development activities with staff and make decisions about which development activities will be agreed ensuring a strategic, systematic, consistent and fair approach;
- e) Follow the policy and guidance on Support for Staff Studying for Qualifications to ensure consistency of treatment of staff in relation to Tuition Fee Waiver and allocation of resources;
- f) ensure the provision of appropriate induction programmes for staff new to TSMR , those taking on increased or different responsibilities, returning after a long absence or changing job role;
- g) Personally conduct, or identify suitable appropriate trained reviewers to conduct annual Staff Development and Review meetings with all staff
- h) Use other suitable mechanisms including observation, feedback, individual meetings and any other appropriate methods to identify the personal and professional learning and development needs and interests of staff
- i) Encourage individuals to develop their knowledge, skills and abilities, to enrich their roles, to find new or improved ways of delivering, or supporting the delivery of, teaching and learning, participation in social and economic engagement activities conduct of research and professional support services;
- i) Ensure that realistic objectives are established with a member of staff for any development activity undertaken agreeing the purpose of the activity and the outcome expected and that evaluation of the impacts of development activity is undertaken and linked to departmental strategy
- j) Provide an annual evaluation report to SDG of staff development activity describing the extent to which it has helped to meet TSMR plans and priorities and an analysis of the costs, impacts and benefits of overall staff development activity for the year;
- k) Encourage and provide appropriate guidance and support to staff to maintain a record of their learning and development that is regularly reviewed and updated to reflect both on and off job training and development activities and their impact on individual and departmental performance
- l) Where any part of the responsibility for learning and development is delegated to their staff with managerial or supervisory responsibility, ensure that this policy and commitment is adhered to, including provision of appropriate training.

1.3 All Staff

Individuals have a responsibility for their own learning and development and are expected to:

- a) Attend a Staff Development and Review meeting annually or, where appropriate, at 2-year intervals as agreed with their manager.
- b) Work with their manager and, where this is not one and the same, their SDR Reviewer to identify and review their training/learning and development needs;
- c) Participate in staff development activities that are designed to enable the university to meet its commitments and legal responsibilities such as equality and diversity, health and safety, and development relating to leadership and management activities where appropriate. In this respect **all teaching staff without teaching qualifications will undergo teachers training at the appropriate level.**
- d) Identify their own development needs on an ongoing basis by means of self-reflection and feedback from their manager, students (if appropriate) peers and other staff, and discuss the most suitable methods of addressing these needs through the SDR process
- e) Ensure that they are aware of the range of development opportunities available within TSMR
- f) Keep a record of learning and development activity undertaken throughout the year, providing a copy to the appropriate departmental individual to enable planning and recording of all staff development activity.
- g) Maintain CPD records for membership of professional bodies, as appropriate;
- h) Enhance their professional status through continuing professional development and acquisition of relevant qualifications, as appropriate;
- i) prior to undertaking any training or learning activity, discuss with their manager or supervisor the expected outcomes and desired impact;
- j) Attend development events onto which they are booked, and withdraw only in exceptional circumstances, and with their manager or supervisor's agreement;
- k) Actively seek out the opportunity to practice or use newly acquired skills and experience and to share knowledge gained from attending training with colleagues;
- l) Participate in evaluation activities, providing feedback to the manager and, where appropriate, the provider, on how useful learning and development activities have been and whether they have met the expected objectives.

1.4 Academic Staff (in addition to 1.3):

- a) Are expected to undertake scholarly or professional activities that may include research, either on a team or individual basis, in pursuit of academic excellence;
- b) Who are new to teaching are expected to participate in appropriate development on accredited and other courses provided by the Centre for Learning and Teaching. There after they are expected to use current pedagogic research to inform their teaching;
- c) Who are experienced researchers will be actively involved in promoting or developing less experienced researchers by mentoring and through such measures as advising on publication outlets or offering collaborative research opportunities;
- d) Who are new to research will be expected to take responsibility for identifying appropriate development activities, including participation in relevant courses;
- e) Are encouraged to enhance their professional status and standing through continuous professional development, membership of professional bodies and development of further qualifications, e.g. doctorate status.

1.5 The Personnel Department:

- a) Services and supports the Staff Development Group to promote TSMR as a learning organisation, disseminates good practice in staff learning and development and leads on staff development strategy and priorities;
- b) Leads the development and review of staffing and staff development policy (including equality and diversity), strategy and frameworks designed to enhance organisational and individual capacity through training and development, and maintains an overview of staff development across TSMR;
- c) Designs and ensures the delivery of learning and development programmes as specified in the university's Staffing Strategy and manages the resources allocated to provide these programmes;
- d) Manages and delivers central induction events that welcome new colleagues into TSMR
- e) Develop and delivers an annual staff conference which offers staff the chance to embark on a range of development opportunities and network with other colleagues;
- f) Delivers appropriate briefings, advises and provides development and coaching for managers so that personnel policies and procedures can be operated in an equitable, fair, transparent and objective manner;
- g) Advises on and implements the policy and guidelines on staff studying for qualifications and liaises with the Registry in relation to tuition fee waivers for staff;

- h) Liaises with the Centre for Learning and Teaching (if applicable) and other central training providers in order to collaborate on staff development strategy, plans and implementation, including development of central resources, monitoring and evaluation systems;
- i) Co-ordinates and publishes details of all centrally delivered staff development and training activities (see staff development brochure and staff development website)
- j) Manages a range of centrally delivered management and leadership development provision and equality and diversity briefing and training
- k) Provides guidance to other central training providers and develops networks to share information and resources and promote good practice in staff learning and development;
- l) Works with colleagues in the faculties, schools and central departments to support and encourage staff development strategy and activities across TSMR, acting as an internal consultant and champion of good practice;
- m) Advises on how to promote fair access to learning and development opportunities for all staff
- n) Develops and maintain a list of approved providers for training on generic skills and advises on the appointment of external consultants
- o) Provides training, produces guidelines, maintains a list of trained reviewers and monitors the implementation of the Staff Development and Review Scheme to meet the needs of all staff groups, so that it facilitates both the improvement of performance to meet institutional objectives and career development.

1.7 Central Staff Development providers

Centrally there are a number of units, which provide specialist training or development activities to meet the needs of identified groups and individuals. These include:

Information Services: offers a variety of training options to help staff make the best use of resources. These include tutor-led workshops as well as training documents for those who prefer to work in their own time. The programme of workshops is revised in response to demand and information and communication technology developments.

Virtual Research Unit: organises a range of workshops covering all aspects of researcher development.

Health & Safety: offers a variety of safety training courses to ensure the wellbeing of all staff, students and visitors.

Other departments offer specialist training including Finance, Registry and the International Relations Office, Student Services and Marketing and Communications. Details of all courses offered centrally are published in the Staff Development Brochure and on the Staff Development Website.

2 MONITORING AND EVALUATION

The overall staff development policy and its effective implementation need to be kept under review at a variety of levels and responsibility for this is identified as follows:

2.1 Each member of staff is encouraged to maintain a personal development plan which details the specific development activities he/she has undertaken and incorporating relevant information on individual short and long term goals. This forms part of the SDR process (see SDR guidelines);

2.2 Heads of Department and section leaders oversee the management of staff induction, training, SDRs and team and individual staff development plans, including the monitoring and evaluation of the outcomes.

2.3 Heads of Department produce an annual evaluation report on the last year's staff development activity on a confidential basis to the Staff Development Group, via the Personnel Department, in order to monitor previous activity.

2.4 Heads of School/Department and section leaders also provide information of future generic development needs within the annual evaluation plan in order to assist with planning and allocating resources to meet organisational priorities for the forthcoming year.

2.5 The Director of Personnel oversees the management of systems and processes to support the planning, promotion, co-ordination and review of staff development

2.6 The Staff Development Group, in collaboration with the Senior Management Team, periodically reviews and updates the university's Staff Development Policy and its implementation

2.7 Staff/groups of staff with responsibility for planning, organising and delivering organisational staff development programmes review and evaluate these in collaboration with the Personnel Department

2.8 The Staff Development Group monitors annually the implementation of those Equality and Diversity Commitments, which relate to staff development, i.e.:

- a) Ensure that induction is accessible to all staff and provided in a manner suitable for the needs of all staff
- b) Provide appropriate development and opportunities to enable staff to progress and develop their careers

- c) Deliver a programme of staff training and development in equality and diversity issues
- d) Publicise opportunities for staff development and training to all staff;
- e) Design and deliver staff development opportunities in an accessible way taking into account different work patterns/structures
- f) Ensure that staff development needs are reviewed regularly and that agreed training and development outcomes are supported.

TSMR Staff Induction Policy

1. Introduction

TSMR is committed to ensuring that all staffs are provided with the relevant knowledge, skills and experience to enable them to perform their work effectively, and to develop their expertise and potential. TSMR recognises that the induction process is an important tool in facilitating this commitment. This policy aims to clarify the support provided and the responsibilities of all parties in ensuring induction are completed effectively so that all employees and students begin their work in a positive and supportive environment.

2. Scope

All new employees who are appointed to positions within TSMR, and those transferred or promoted internally, are deemed 'new' and should receive an appropriate induction programme.

3. Purpose of induction

Induction is the process by which a new employee is integrated into the organisation. The process begins with the first contact with the employee and ends when the person has been fully integrated and completed their probation period. Induction ensures that all employees obtain a good understanding of how the organisation works, including its principles, values and objectives. It ensures that all employees have the knowledge and skills necessary to perform their role in a safe working environment. New employees have differing levels of knowledge of TSMR and about the purpose and nature of the job they will do. A programme that identifies the needs of the individuals not only allows the induction to be more effective but gives a new employee the message that TSMR values them as individuals. The core content and aims of induction for all employees remain the same. However, it is expected that certain aspects of induction will differ and this will reflect the specific needs and requirements of the individual and their role.

4. Guiding principles of induction

In accordance with the HR strategy, the following principles apply:

§ To ensure all new employees have skills and competencies relevant to their role and can apply these in the workplace.

- § To support the effective integration of new employees into their new working environment
- § To reduce the risk of employee turnover in the early stages of employment
- § To help create a positive and supportive working environment.
- § To help define performance expectations, maintain motivation and identify training and development needs.
- § To ensure TSMR complies with its legal obligations with particular regard to health and safety legislation.

5. Responsibilities

The Training Centre

It is TSMR's responsibility to provide a framework for supporting appropriate induction.

The Line Manager

Deans and Heads of Departments are responsible for determining the scope and nature of Induction Programmes for individuals and various employee groups. It is the responsibility of the line manager to ensure that the induction process takes place. This includes ensuring that new employees:

- Have an induction programme arranged
- Are provided with a copy of an induction checklist
- Receive appropriate local information as required in their induction checklist
- Are provided with an understanding of the structure of the organisation including their own line management structure and reporting arrangements
- Know how to access relevant policies and procedures

The Individual

It is the joint responsibility of the line manager and individual to ensure all items are covered. This means the individual needs to monitor their checklist and to raise any gaps with their line manager.

6. The Induction Checklist

All employees must be provided with an Induction Checklist on their first day of employment. This will include elements common to all employees. The Induction Checklist covers all aspects of induction. The employee's line manager must sign off all areas within the first three months.

7. Induction Event

All employees are invited to attend the 'Introduction to TSMR' programme provided by its Management, which provides a flavour of TSMR and what it stands for.

8. Health and Safety

Under section 2.2 of the United Kingdom Health and Safety at Work Act, Professional Global Training is required to provide health and safety training. The 'Introduction to TSMR' event provides access to basic information on health and safety. Additionally, the Health and Safety intranet site offers guidelines, policies and procedures. However, the bulk of training is expected to take place at a local level.

9. Review and Ongoing Support

To ensure the overall induction process has been carried out smoothly, and the new employee has settled into the job and working environment, review meetings are encouraged. This two-way process will inform training and development needs and identify any specific issues, which need to be addressed. Heads of Departments should periodically monitor the effective delivery of Induction Programmes within their faculty/department.

10. Supporting documents and intranet sites

The following are offered on Share point to support the induction process:

§ Guidelines for those responsible for induction

§ Induction Checklists - General and Professional staff

§ Guidelines for induction of Executive and Senior Staff

§ Health and Safety site

§ Probation guidelines

Code of Practice

In our Professional Practice we:

- Strive for excellence at all times
- Exemplify the highest standards of professional behaviour and performance
- Remain accountable for my actions
- Disclose any personal interest which may affect my managerial decisions
- Act only within my level of competence and advice otherwise when asked to act beyond it
- Continue to develop my management competences and keep up to date with best practice
- Safeguard confidential information and not seek personal advantage from it
- Act reasonably and justifiably in identifying and resolving conflicts of values, including those of an ethical nature

As a Training Organisation in the business of Managing others, we:

- Treat colleagues on an equitable basis, without discrimination, recognising their specific needs, pressures and problems
- Support colleagues to understand fully their responsibilities, areas of authority and accountability
- Seek to develop the skills and qualities evident within my team and recognise their achievements
- Foster a culture of openness and transparency, where issues may be addressed in a frank and timely manner
- Act consistently and fairly when addressing any shortfall in performance or standards of behaviour

- Encourage and assist colleagues to develop their skills and progress their careers, valuing the contribution which each may make
- Have regard for their physical and mental health, safety and well being
- Respect matters of faith, conscience and diversity in their widest sense
- Communicate clearly, effectively and openly

As an organisation, which employs people, we will endeavour to:

- Uphold its lawful policies and practices and seek to enhance them in the interests of good management practice
- Seek to reconcile personal and corporate values
- Identify, support and communicate relevant policies, practices and information
- Seek to identify and promote enhancements to organisation structure, procedures and controls
- Act in a manner which supports the organisation's overall objectives and contributes to the achievement of targets set
- Be accountable for achieving the objectives, projects and tasks that I undertake to deliver
- Safeguard the reputation and assets of the organisation
- Exhaust all available internal remedies for dealing with matters I perceive to be improper before resorting to public disclosure

In the interests of our clients, business partners and other stakeholders we will:

- Ensure that I properly understand their interests and respond to them in a balanced manner
- Establish, maintain and develop business relationships based on mutual confidence and trust
- Refrain from entering into any agreement or undertake any activity which is unlawful or anti-competitive

- Ensure that agreements entered into or activities undertaken are consistent with the interests of my organisation and demonstrate good management practice
- Neither offer nor accept gifts, hospitality or services which could create, or imply, an improper obligation
- Safeguard all confidential information which comes into my possession

For the wider community TSMR will:

- Ensure that I am aware of, and comply with, all relevant legislation and regulations
- Act to avert or mitigate any harmful outcomes, whether short or long term, of present and proposed managerial actions
- Be honest, open and truthful in all external communications
- Respect the natural environment and seek to conserve resources wherever possible
- Respect the customs, practices and reasonable ambitions of others, where these may differ from my own

As an organisation training potential members of the Chartered Management Institute TSMR will:

- Promote its mission, aims and objectives
- Uphold its integrity and good standing, and refrain from conduct which detracts from its reputation
- Promote its professional image and standing as a Chartered body
- Observe the standards of conduct and practice as set out in this Code, as they may be reviewed and reissued from time to time

Equal Opportunity Policy

The aim of this policy is to communicate the commitment of the Committee and members to the promotion of equality of opportunity in TSMR

It is our policy to provide equality of membership to all, irrespective of:

- Gender, including gender reassignment
- Marital or civil partnership status
- Having or not having dependents
- Religious belief or political opinion
- Race (including colour, nationality, ethnic or national origins, being an Irish traveller)
- Disability
- Sexual orientation
- Age

We are opposed to all forms of unlawful and unfair discrimination. All members of the organisation will be treated fairly and will not be discriminated against on any of the above grounds. Decisions on membership, selection for office, training or any other benefit will be made objectively, without unlawful discrimination, and based on aptitude and ability.

We recognise that the provision of equal opportunities in all our activities will benefit the organisation. Our equal opportunities policy will help members to develop their full potential and the talents and resources of the members will be utilised fully to maximise the effectiveness of the organisation.

Professional Global Training recognises that there is a statutory duty under the Equal Opportunity Act (2006) to implement an equal opportunities policy. This policy applies to applicants for employment, volunteers and members of the group alike.

Professional Global Training is committed to the principles and practice of Equality. Professional Global Training values the diversity of the local population. We want our services, facilities and resources to be accessible and useful to every citizen regardless of gender, age, ethnic origin, religious belief, disability, marital status, sexual orientation, or any other individual characteristic, which may unfairly affect a person's opportunities in life.

Equality commitments

We are committed to:

- Promoting equality of opportunity for all persons
- Promoting a good and harmonious learning environment in which all men and women are treated with respect and dignity and in which no form of intimidation or harassment is tolerated

- Preventing occurrences of unlawful direct discrimination, indirect discrimination, harassment and victimisation
- Fulfilling all our legal obligations under the equality legislation and associated codes of practice
- Complying with our own equal opportunities policy and associated policies
- Taking lawful affirmative or positive action, where appropriate
- Breaches of our equal opportunities policy will be regarded as misconduct and could lead to termination of membership

This policy is fully supported by the President/Chair of Center of the Study of Research on 27th January 2016

Implementation

The Chair of TSMR has specific responsibility for the effective implementation of this policy. We expect all members to abide by the policy and help to create the equality environment, which is its objective.

In order to implement this policy we shall:

- Communicate the policy to members by issuing an induction pamphlet to all existing, and new members
- TSMR will endeavour through appropriate training to ensure that it will not consciously, or unconsciously discriminate in the selection or recruitment of applicants for membership of the group
- Incorporate specific and appropriate duties in respect of implementing the equal opportunities policy into roles and responsibilities of committee members
- Incorporate equal opportunities notices into general communications practices (e.g. announcements, annual report at annual general meeting, notices and newsletters). This policy will be read out to all members at each annual general meeting
- Ensure that adequate resources are made available to fulfil the objectives of the policy

Monitoring and review

We will establish appropriate information and monitoring systems to assist the effective implementation of our equal opportunities policy. The effectiveness of the equal opportunities policy will be reviewed regularly (at least annually) and action taken as necessary.

Complaints

Members who believe that they have suffered any form of discrimination, harassment or victimisation are entitled to raise the matter through the agreed procedures. A copy of these procedures is available from TSMR Equal Opportunities Monitoring Department. All complaints of discrimination will be dealt with seriously, promptly and confidentially.

Every effort will be made to ensure that members who make complaints will not be victimised. Any complaint of victimisation will be dealt with seriously, promptly and confidentially. Victimisation will result in disciplinary action and may warrant dismissal.

Complaints from members of the public will be dealt with under agreed procedures (a copy of these procedures is available from TSMR Equal Opportunities Monitoring Department).

Health & Safety Policy

TSMR will act positively to minimise the incidence of all workplace risks as required by the Health and Safety at Work etc. Act 1974 and other associated legislation. All activities shall be carried out with the highest regard for the health and safety of all staff, students, visitors and the public at large. Our aim is excellence in health and safety, by means of continuous improvement of standards, systematically removing the causes of accidents/incidents and ill health. This, together with more specific aims and objectives, demonstrates TSMR's commitment to the Health Promoting initiative. Wherever possible, legal requirements should be regarded as the minimum standard to be achieved.

The Board of Management is committed to providing the financial and physical resources necessary to ensure that a high standard of health and safety is achieved. Within their areas of responsibility heads of departments will make provision from within their budgets for adequate resources to maintain and improve a healthy and safe working environment. People are our most valuable resource, and the safeguarding of human as well as other resources through health and safety is important, not only for its own sake, but also as a way of minimising costs.

The successful implementation of this policy requires total commitment from all members of staff, students and visitors.

This policy will be reviewed annually or in the light of legislative or organisational changes.

Organisation of health and safety

The Management Board and the Rector have overall responsibility for the health, safety and welfare of all TSMR employees, students and visitors. The authority to implement this policy is delegated to the Deputy Rector and through Centre Directors (CDs). The Deputy Rector and Registrar supervise the implementation of this policy.

CDs accept the employer's responsibility for compliance with legislation and TSMR's Health and Safety Policy in the areas under their control.

All employees and students shall take reasonable care for their own health and safety and that of other persons who may be affected by their acts or omissions at work or study.

All employees are required to co-operate with TSMR so far as is necessary to enable health and/or safety requirements to be performed or complied with.

Visitors and external contractors will be given sufficient information and supervision to ensure that they comply with this policy and any/all other relevant TSMR Health and Safety Notices.

TSMR has appointed competent persons to advise all staff on health and safety issues and assist in meeting, and where appropriate exceeding the minimum statutory legal requirements.

Emergency procedures are designed to ensure the safe access to and egress from the premises and to give warning of imminent danger to allow all staff, students and visitors to move to a place of relative safety

Health surveillance and monitoring will be provided for specific workers where required by legislation and best practice.

TSMR will consult staff, student and appropriate representatives on arrangements for co-operating in the promotion and development of health and safety at work.

Arrangements for health and safety

TSMR will take all reasonably practicable steps to provide places of work that are safe and healthy and meet the health, safety and welfare needs of each member of staff.

CDs are responsible for the training and supervision of staff and students in their respective Schools/Departments in accordance with health and safety regulations and TSMR policies. In particular, they will ensure that new recruits are given induction training on their first day. They will also ensure that appropriate information is available to all staff, students and/or visitors. TSMR Safety Officer and/or Senior Occupational Health Advisor will advise as necessary on specific safety training and the provision of relevant information.

TSMR will consult with Safety Representatives as provided for in Section 2(6) of the Health and Safety at Work etc Act 1974, the Health and Safety (Consultation with Employees) Regulations 1996 and other relevant statutory instruments. TSMR will provide adequate facilities for them to perform their functions.

The Health, Safety and Welfare Committee is established in accordance with relevant legal frameworks. It reports to the Rector and the Management Board and it is scheduled to meet at least twice per semester. Its statutory duties include advising on setting health, safety and welfare standards and

objectives, the monitoring of health and safety performance, and reporting non-compliance with TSMR Health and Safety Policy.

- Each Centre will appoint one or more Safety Adviser(s) whose duties are to advise the TSMR on health and safety matters and to liaise with the Safety Officer and/or Occupational Health Advisor.
- Risk assessment is a key element in the process of successful health & safety management. It requires line managers to be proactive, identify risks and, more importantly, do something to reduce them. Risk assessments can identify weakness and, when acted upon, lead to a safer, healthier and more productive work force.
- Procedures will be implemented to ensure that all plant, machinery and equipment are designed, constructed, operated and maintained in a safe manner.
- TSMR will provide trained first-aiders to treat staff, students and visitors who require attention while on site.
- Detailed procedures to implement the provisions of this Statement of Policy are published as TSMR Health and Safety Notices and are periodically revised. All these notices together constitute the TSMR Health and Safety Manual, an updated copy of which must be available for reference in each Centre. It is the responsibility of individual staff and students to acquaint themselves with all relevant Health and Safety Notices.
- TSMR Health and Safety Notices are able to be downloaded from the TSMR website at www.TSMR.ac.ae

COMPLAINTS AND APPEALS PROCEDURES

APPEALS PROCEDURE FOR STAFF

A learner must in the first instance follow the appeals procedure of TSMR. All Centres must at all times have a clear and up-to-date appeals procedure, which must be provided to learners. **Only when this route has been exhausted can a staff member appeal to TSMR.**

A learner may appeal to TSMR, free of charge, regarding decisions of a Centre on the following grounds:

- a) Discrimination of any sort
- b) Dissatisfaction over decisions
- c) Dissatisfaction over policy application

In all cases, appeals must be submitted, in writing, to **TSMR**, who will provide a copy to the appropriate investigating body.

A written acknowledgement of the appeal, stating when the appeal will be heard, will be issued **within two working days**.

The institute will investigate the appeal and report his/her findings, in writing, to the complainant within 21 working days.

The appeal decision will be given to the complainant, in writing, **within 28 working days** of receipt of the written appeal.

If the complainant is not satisfied with the appeal decision to Management **Board** and where appropriate the **Appeals Committee**, act as the ultimate arbiters in the case of dispute between complainant(s) and or Institute

APPEALS PROCEDURE FOR APPROVED CENTRES

The Awarding Body is committed to offering a quality and customer orientated service, and feedback from Centres on any issue will be most welcome.

A Centre may appeal to TSMR, free of charge, on the following grounds:

- a) Discrimination of any sort
- b) Dissatisfaction over assessment decisions
- c) Dissatisfaction with the external verification process/decision

In all cases an appeal must be submitted in writing to **TSMR Academic Board**, who will provide a copy of the appeal to the **Chief Verifier**.

A written acknowledgement of the appeal, stating when the appeal will be heard, will be issued **within two working days**.

The Centre will be contacted by the **Chief Verifier within 14 working days** of receipt of the written appeal.

The appeal decision will be given to the Centre, in writing, **within 28 working days** of receipt of the written appeal.

If the Centre is not satisfied with the appeal decision the **Academic Board** and **Chief Verifier**, and where appropriate the **Appeals Committee**, act as the ultimate arbiters in the case of dispute between the Centre and the External Verifier.

COMPLAINTS PROCEDURE

TSMR Academic Board is committed to offering a quality and customer orientated service, and feedback from Centres on any issue will be most welcome. Learners must follow the complaints procedure of TSMR Centre. In all cases any complaint must be submitted in writing to **TSMR Academic Board, complaint@TSMR.ac.ae**, a written acknowledgement will be issued **within two working days**.

A response to the complaint will be given to the Centre, in writing, **within 28 working days** of receipt of the written complaint.

All complaints shall only be entertained if they are lodged within three months of its occurrence.

Staff Remuneration

All staff shall be rewarded according to their service contract, qualification and experience. Further details on remuneration and promotion are discussed in a separate document. Contact hr@TSMR.uk for more information.