



MANAGEMENT AND EMPLOYEE STANDARDS POLICY – ALL STAFF

Process Area	Human Resources
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Directorate	Client Services

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001	Nov 2010	First Issue	RS/JL	BD
002	Oct 2013	Review and Update of sections 1, 3, 4.2.7, 4.2.12, 4.2.13, 4.2.18, 5, 6	AMH/JL	BD
003	Nov 2017	Review and update and insertion of management standards	JO'H	Governing Body
004	Mar 2021	Minor changes due to updating of terminology	RS	Governing Body
005	Nov 2023	Minor changes due to updating to policy titles	AMH	Governing Body

If requested, the College will make the policy available in alternative formats to accommodate visual impairments. The policy can also be downloaded from the College website and made available in alternative languages upon request.

1. POLICY STATEMENT

Southern Regional College is committed to appropriate standards of conduct for all employees and managers when conducting College business or representing the College in any capacity.

This Policy outlines these standards in the context of the College's vision, mission and strategic objectives in addition to the standards expected of individuals in public life.

The College expects all employees to conduct themselves in a trustworthy, reasonable and responsible manner when undertaking their duties. In fulfilling their responsibilities, it is expected that employees will treat students, colleagues and all other stakeholders with fairness and respect.

This Policy reflects and expands upon the seven principles of public life set out by the Committee on Standards in Public Life (the Nolan Committee), i.e., selflessness, integrity, objectivity, accountability, openness, honesty, and leadership as set out in Appendix 1.

This Policy respects lawful freedom of speech and the right of employees to question and test received wisdom and to put forward new ideas or opinions. This includes the right to speak freely about academic or other standards or related matters, provided that they do so lawfully, without malice and in the public interest.

2. SCOPE

This Policy applies to all managers, employees, workers and volunteers of Southern Regional College.

3. DEFINITIONS

Child/young person	Young person under the age of 18.
Student Safeguarding Officer	The staff in the College who deal with child/young person and vulnerable-protection matters.

4. RESPONSIBILITIES

4.1 Chief Executive

The Chief Executive will have overall responsibility for the subsequent development, review and monitoring of this policy on a continuing basis.

4.2 Managers

Managers should:

- 4.2.1 Observe the management and employees' standards as outlined in this policy.
- 4.2.2 Have responsibility for the implementation of the policy and procedures.

4.3 All Staff

All staff should:

- 4.3.1 Observe the employee standards as outlined in this policy.
- 4.3.2 At all times exemplify and promote College values and strive to maintain and build upon the positive reputation of the College.
- 4.3.3 Actively promote a high-quality service for all stakeholders.

- 4.3.4 Ensure that the interests of the College remain paramount at all times.
- 4.3.5 Ensure the safe, effective and efficient use of College resources in accordance with College policies and procedures.
- 4.3.6 Adhere to the terms and conditions of their contract of employment.
- 4.3.7 Behave in a professional manner which should be reflected in dress, language, personal care, relationships and other behaviour.
- 4.3.8 Be easily identifiable to all stakeholders and will wear their ID badges at all times.
- 4.3.9 At any College sponsored event, or any event that is linked in any way to the College behave in a manner that will not bring the College or themselves into disrepute.
- 4.3.10 Be actively involved in continuous professional development and have a responsibility to keep themselves up to date in their field. In addition, the College will provide a range of training, development and learning opportunities in line with Statutory, College and individually identified needs.

5. MANAGEMENT STANDARDS

These Management Standards have been developed to strengthen, support and complement the College's existing Employees Standards. Employees Standards outline appropriate conduct for all employees when representing the College or conducting College business. The Management Standards act as a central guide detailing specific behaviours expected from each manager in order to build and maintain a positive and high performing workplace culture. The aim of the Management Standards is to help managers develop and perform at their best and to bring about improvements to the College through enhanced leadership, staff engagement and organisational performance.

The Standards reflect the College's mission, vision and values which are underpinned by the Seven Principles of Public Life. The Standards are intended to support the delivery of key objectives and plans including the Corporate Plan, College Development Plan, HRD Strategy and the Curriculum strategy and in meeting objectives as set out in the annual action plan. How managers perform and conduct themselves is crucial to what the College achieves, how it carries out its business and its standing and reputation in the communities it serves.

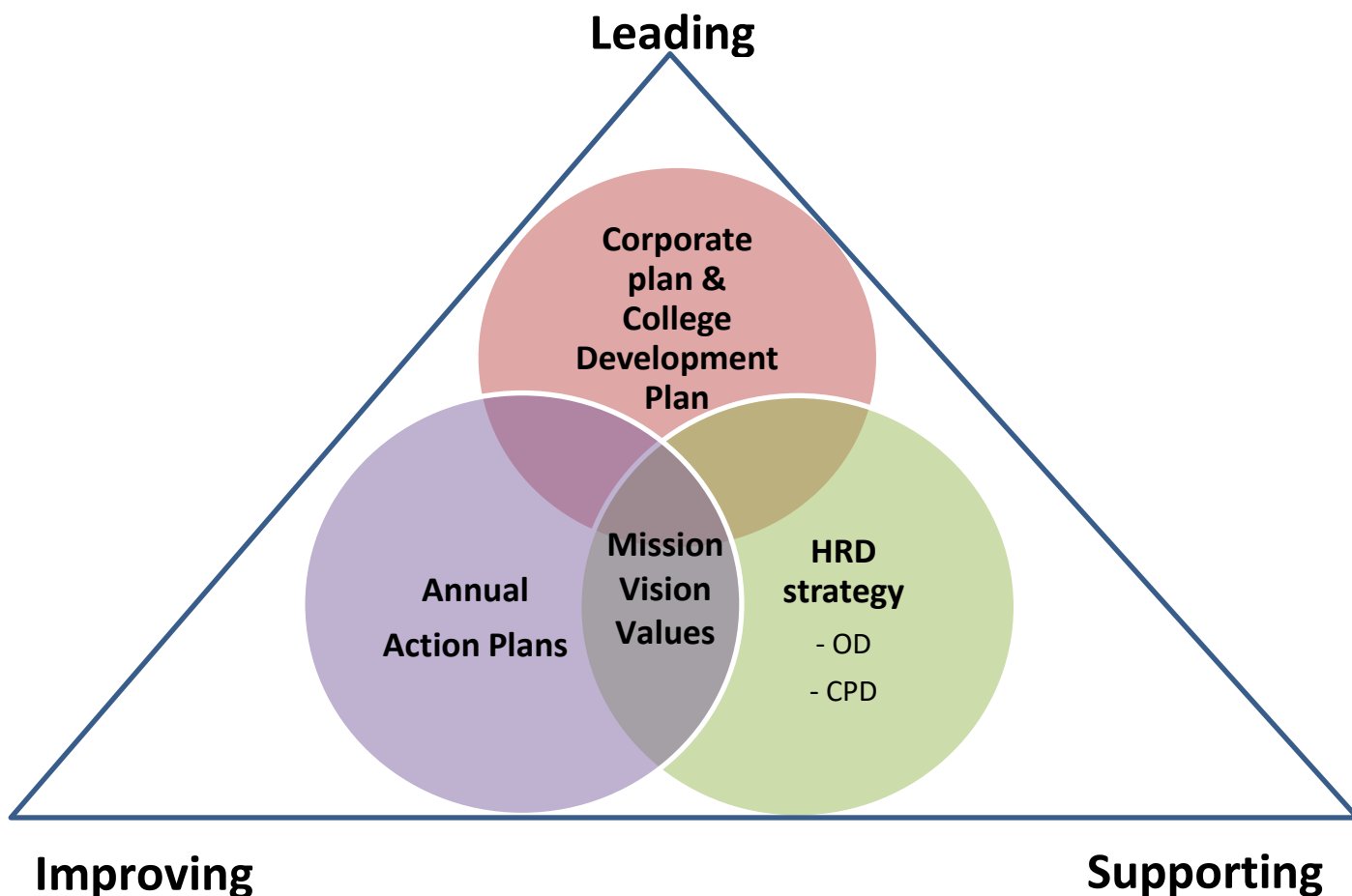
The Standards apply to a manager's personal behaviour, working relationships and management actions. The College strongly believes that managers should be committed to enhancing their professional and personal development and demonstrate ethical leadership at all times. It will support its senior management and wider management teams to develop and share their specialist knowledge and skills, for the benefit of staff, learners and the entire College.

5.1 Management Standards Model

Managers are required to promote and support our organisational values and the principles of a high performing organisation by continuously developing their skills in:

- *Leading* - to act in line with organisational values, empowering staff to deliver on objectives, making effective decisions and creating a culture of openness and trust.
- *Supporting* - to build and sustain trust, commitment and engagement between themselves and the staff that they manage; and
- *Improving* - to provide a framework within which excellence can be delivered and to build, sustain and deliver high quality services.

A list of expected attributes, behaviours and skills associated with the management standards model are described below.



5.2 Leading

Managers are expected to:

- 5.2.1 Be active role models, leading by example and creating transparency and trust.
- 5.2.2 Operate, adopt and live the organisation's values.
- 5.2.3 Motivate and inspire their staff to achieve and to excel in their roles.
- 5.2.4 Empower and involve staff.
- 5.2.5 Strive for excellence at all times.
- 5.2.6 Exemplify the highest standards of professional behaviour and performance.
- 5.2.7 Remain accountable for their actions.
- 5.2.8 Disclose any personal interest which may affect their managerial decisions.
- 5.2.9 Act only within the level of competence and advise otherwise when asked to act beyond it.
- 5.2.10 Continue to develop management competences, leadership capability and keep up to date with best practice; and
- 5.2.11 Safeguard confidential information and not seek personal advantage from it.

5.3 Supporting

Managers are expected to:

- 5.3.1 Support colleagues to fully understand their responsibilities, areas of authority and accountability.
- 5.3.2 Work with integrity, honesty and trustworthiness demonstrating transparency in all actions, making reliable judgements and acting consistently and fairly when addressing personal performance or standards of behaviour, including acknowledging own mistakes.
- 5.3.3 Motivate, encourage and assist colleagues to develop their skills and progress their careers, valuing the contribution which they make and recognise their achievements.
- 5.3.4 Have regard for the physical and mental health, safety and well-being of colleagues/learners, recognise their needs and the pressures and problems that can be faced especially during periods of change.
- 5.3.5 Demonstrate respect, courtesy, sensitivity in all interactions, whether face-to-face or on-line and consider and respond appropriately to the needs and feelings of different people in different situations.
- 5.3.6 Deliver business objectives through creating an inclusive environment, encouraging collaboration across the department, throughout the organisation and externally, building constructive partnerships and effective relationships.
- 5.3.7 Communicate clearly, effectively and openly and actively listen and respond appropriately.
- 5.3.8 Resolve conflicts and disputes in a timely manner; and
- 5.3.9 Carry out performance appraisal on a regular and timely basis including career development and the maintenance of a work/life balance.

5.4 Improving

Managers are expected to:

- 5.4.1 Set clear objectives that staff can understand and relate to.
- 5.4.2 Involve and engage staff in decisions about themselves and their work and have an understanding of the structures, procedures and controls that can enhance efficiency and effectiveness.
- 5.4.3 Respond appropriately to challenge; build and sustain teams in a blame free culture, upholding policies, and practices that further the interests of good management.
- 5.4.4 Support a robust and meaningful governance structure and strategy that safeguards the reputation of the College.
- 5.4.5 Develop new insights into situations; not to be afraid to question conventional approaches; encourage new ideas and innovations; design and implement new or cutting-edge programs/processes to build a more flexible and responsive College.
- 5.4.6 Promote, enhance, share and encourage best management practice.
- 5.4.7 Create and contribute to a culture of innovation and allow staff to consider and take managed and proportionate risks.
- 5.4.8 Make use of up to date and innovative delivery models including digital and collaborative approaches where possible.
- 5.4.9 Anticipate and meet the needs of both internal and external customers, maintaining a focus on high-quality service.

- 5.4.10** Be open to change and new information and be prepared to adapt to changing conditions, or unexpected obstacles; and
- 5.4.11** Provide a service which meets needs; and delivers value, efficiency and learner satisfaction.

6. EMPLOYEE STANDARDS

Employees are expected to:

- 6.1** Treat discussions, documents or other information relating to the work of the College in a confidential manner. Employees may receive information of a private nature which is not yet public, or which perhaps is not intended to be public. Employees must always respect and comply with the requirement to keep such information private.
- 6.2** Not disclose any information to which they have privileged access either orally or in writing. In any event, information should never be used for the purpose of personal or financial gain or used in such a way as to bring the College into disrepute.
- 6.3** Declare potential or perceived conflicts of interest in the proceedings of the College. Employees may be required to declare these interests on a formal register or at meetings. Interests may be financial or non-financial. Most of the interests to be declared will be their personal interests but, on occasion, they will have to consider whether the interests of other persons e.g., spouse, civil partner or co-habitee requires them to make a declaration. Employees must keep in mind that the test is whether a member of the public, acting reasonably, might think that a particular interest could influence them.
- 6.4** Be responsible to judge whether an interest is sufficiently relevant to particular proceedings to require a declaration and they are advised to err on the side of caution.
- 6.5** Ensure if they become a Director of a company, as a nominee of the College they will assume personal responsibilities under the Companies Act. It is possible that conflicts of interest can arise for such employees between the company and the College. It is their responsibility to take advice in relation to your responsibilities to the College and the company.
- 6.6** Ensure that they do not consume alcohol or non-prescribed controlled drugs or other performance-affecting substances which may prejudice health and safety or affect their performance either during the course of their working day or on any other College business.
- 6.7** Provide regular and sustained attendance at all times.
- 6.8** Report absence from work to their line manager in accordance with College policies e.g., Sickness Absence or other procedures as agreed by the College management.
- 6.9** Familiarise themselves with the list of rules/offences that the College deems to represent misconduct that if breached can lead to disciplinary action up to and including dismissal at Appendix 2 of this policy.
- 6.10** Be familiar with and conduct themselves in line with the Seven Principles of Public Life as outlined in Appendix 1 of this policy.
- 6.11** Promote a good and harmonious working environment where all are treated with respect and dignity and in which no form of intimidation or harassment is tolerated.
- 6.12** Co-operate with measures in place to embed equality of opportunity and to prevent discrimination.
- 6.13** Challenge unacceptable behaviour through the appropriate mechanisms.

- 6.14** Ensure that they do not disclose information to anyone whom the College may consider has no right to receive it and ensure the security of data they handle
- 6.15** Use the public funds entrusted to you in accordance with College policies and procedures ensuring value for money.
- 6.16** Remain impartial and honest in the conduct of their official business.
- 6.17** Ensure that spouses, partners or other associates do not receive gifts or hospitality from actual or potential contractors or suppliers to the College if it could be argued or perceived that the gift or hospitality is in fact for the benefit of the employee or could give rise to an actual or perceived conflict of interest.
- 6.18** Ensure their own and others health and safety and promote a safe and healthy working environment at all times.
- 6.19** Co-operate with College management on health and safety arrangements.
- 6.20** Use telephone, email and the internet appropriately and only for College related business.
- 6.21** Use social networking sites appropriately and ensure that they maintain professional etiquette at all times.
- 6.22** Report any concerns they may have, about the wellbeing of a child/young person or an adult at risk of harm or adult at risk of protection, to the Student Safeguarding Officer; (names and contact details of Safeguarding Officers are available on each campus and on Sharepoint).
- 6.23** Ensure that their relationships with a child/young person or an adult at risk of harm or an adult in need of protection are appropriate to the age, maturity and sex of the individual, taking care that their conduct, attitudes, demeanour and language does not give rise to comment or speculation.
- 6.24** Avoid activities such as giving and/or accepting gifts, offering or accepting lifts and socialising from students.
- 6.25** Not engage in any sexual activity or an inappropriate relationship with any student in their care.
- 6.26** Conduct meetings with students in a room with visual access, with the door open and use signs prohibiting entry to the room. Where this is not possible, they should ensure that another adult knows that the interview is taking place or, preferably, ensure another adult is present or nearby during the interview.
- 6.27** Ensure that meetings with students are conducted on College premises and not off site.
- 6.28** Not make arrangements to meet students off site and outside of normal College business unless on approved College business.
- 6.29** Not make physical contact with staff, students or other stakeholders. Any physical contact that could be misinterpreted should be avoided.
- 6.30** Follow College guidelines for behaviour in specialist areas such as changing rooms, kitchens or dark rooms.
- 6.31** When administering first aid to a student ensure wherever possible that this is done in the presence of other students or another adult. However, they should not hesitate to provide first aid in an emergency simply because another person is not present.
- 6.32** When required to provide personal care to be sensitive to the individual needs of the student.
- 6.33** Be particularly careful when supervising students in a residential setting, or on approved activities outside the College.

- 6.34** Follow guidelines covering photocopying copyright, designs and patents. Materials produced by them as part of College work are the property of the College and should not be published without the consent of the Chief Executive.
- 6.35** Refer all media enquiries and liaison through the Head of Marketing, Communications and Recruitment in order to maintain and build upon the consistency of one point of contact. It is the responsibility of the Head of Marketing, Communications and Student Recruitment to forward any specific requests/enquiries from the media to the office of the Chief Executive to be answered. All quotes must be approved through the Chief Executive's office.
- 6.36** Have a responsibility for taking good care of college premises and college equipment they are using either on or off the premises. Equipment other than teaching resources should only be taken home for college use in accordance with college policies and procedures. Particular care should be taken with ICT equipment which may not be insured off site.

In addition to the standards set out in this policy, employees should, where applicable, conform to the standards laid down by your professional body/association.

7. DISTRIBUTION

- Sharepoint
- Employee Handbook

8. RELATED DOCUMENTS

- Alcohol, Drug and Substance Misuse Policy
- Anti-Fraud Policy
- Cash Handling Guidelines
- Data Protection (UK GDPR) Policy
- Data Retention and Records Management Policy
- Disciplinary Procedure for Support staff
- Disciplinary Procedure for Lecturing Staff
- Educational Visits Policy
- Equality and Good Relations Policy
- Expenses Policy
- Flexi Scheme Support Staff
- Freedom of Information Policy
- Gifts & Hospitality Policy
- Health & Safety Policy and associated procedural notes.
- Health & Wellbeing Policy
- ICT Network Security
- Information Handling Policy
- Mobile & Remote Working Policy
- Network Acceptable Use Policy

- Procurement Policy
- Safeguarding Policy & Procedure
- Sickness Absence Management Policy & Procedure
- Smoke Free Policy
- Social Media Policy

9. FLOWCHART

None.

APPENDIX 1

The Seven Principles of Public Life as established in Lord Nolan's Second Report of the Committee on Standards in Public Life (May 1996) are set out below.

The Seven Principles of Public Life**Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

APPENDIX 2**Employee Conduct**

The following list shows examples of the type of rules/offences that the College has categorised for each level of misconduct. This list is not exhaustive, and acts of misconduct not listed within one or more of the categories may also give rise to disciplinary action being taken.

Examples of Misconduct

- Absenteeism.
- Lateness.
- Failure to comply with absence notification and certification procedure.
- Careless work and poor effort at work.
- Workmanship of performance of duties below an acceptable standard.
- Ignoring safety/hygiene/security rules.
- Extended tea and meal breaks.
- Failure to maintain a safe and tidy working environment.
- Failure to comply with an established workplace procedure.
- Failure to comply with a reasonable management request.
- Breach of confidentiality.
- Misuse of telephone.
- Excessive time away from the job.
- Failure to wear any uniform/protective clothing provided.
- Dangerous physical horseplay.
- Seeking or accepting favours or bribes in return for giving unfair advantage.
- Neglect causing damage to or loss of the College's or other employee's property / equipment / tools.
- Smoking in prohibited areas.
- Consuming intoxicants during working hours or bringing intoxicants into the premises without permission.
- Entry into unauthorised areas.
- Excessive wastage of material.
- Unsatisfactory attitude to customers.
- While purporting to be absent sick, working or indulging in activities, which are likely, to be inconsistent with the reason for absence and/or which are unlikely to be conducive to recovery.
- Use of foul language.
- Unauthorised entry into the employer's computer systems.
- Gambling on the premises.
- Insubordination.

Examples of Gross Misconduct that may lead to Summary Dismissal

- Theft or fraud.
- Physically violent or threatening behaviour.
- Serious incidents of bullying.
- Serious misuse of the College name or property.
- Unauthorised absence.
- Serious insubordination.
- Serious breach of confidentiality.
- Serious cases of unlawful discrimination or harassment.
- Bringing the College into serious disrepute.
- Repeated sickness absence without underlying medical reasons.
- Incapability at work due to intoxication induced by alcohol or drugs.
- Causing loss, damage or injury through serious negligence.
- Serious breach of Health and Safety Rules.
- Breach of trust and confidence.
- Serious breach of College rules.
- Knowingly carrying out an illegal act.
- Sexual misconduct at work.
- Deliberately accessing internet sites containing pornographic, offensive or obscene material.
- The wilful unauthorised alteration, falsification, mutilation or destruction of the College's records or documents.
- Wilful damage to or gross negligence of the College's or other employee's property / equipment / tools.
- Deliberately ignoring safety / hygiene / security rules and thereby endangering one's own or another's physical well-being or safety.