



**Brasenose College Policy
Employer Justified Retirement Age
(for academic employees)
Approved by Governing Body on 7 March 2012**

Part One – Background, rationale and scope of the Employer Justified Retirement Age (EJRA)

1. Introduction

Brasenose College wishes to maintain a retirement age for Academic employees, primarily to support the college's mission to sustain excellence in teaching and research and to maintain and develop its historical position as part of a world-class university.

The Employer Justified Retirement Age (EJRA) adopted by Brasenose aims to provide a fair and inclusive process through which the College is able to manage the future of academic posts by retirement or retention. The procedures seek to balance the wishes of the individual with the needs of College by

- a. facilitating the timely discussion of options with a view to identifying possible future arrangements which are acceptable to all parties and
- b. providing a clear decision-making and appeal process which allows account to be taken of all relevant considerations.

The EJRA will operate for an initial period of 10 years from 1 October 2011. The application and outcomes of these arrangements will be reported annually to the Governing Body and will be subject to an interim review after five years. These reviews will take into account all relevant considerations, including the continued relevance of the aims set out above to the groups of staff to whom the EJRA applies, the application of the EJRA and the procedure for exceptional limited continuation, as well as relevant external developments in relation, for example, to pensions and longevity.

2 Aims of the EJRA

The EJRA and its associated procedures are considered to provide a proportionate means of:

- safeguarding the high standards of Brasenose in teaching and research ;
- promoting inter-generational fairness and maintaining opportunities for career progression for those at particular stages of a career, given the importance of having available opportunities for progression across the generations, in order, in particular, to refresh the academic and research workforce within the college and to enable them to maintain the collegiate university's position on the international stage;
- facilitating succession planning by maintaining predictable retirement dates, especially in relation to the collegiate University's joint appointment system, given

the long lead times for making academic appointments, particularly in a university of Oxford's international standing;

- promoting equality and diversity, noting that recent recruits are more diverse than the composition of the existing workforce, especially amongst the older age groups of the existing workforce and those who have recently retired;
- minimising the impact on staff morale by using a predictable retirement date to manage the need to make efficiencies by retiring staff at the EJRA; and
- in the context of the distinctive collegial processes through which Brasenose is governed, avoiding invidious performance management and redundancy procedures to consider the termination of employment at the end of a long career, where the performance of the individual and/or the academic needs of College have changed.
- facilitating flexibility through turnover in the workplace, especially at a time of headcount restraint, to respond to the changing business needs of College;

3. Scope

The EJRA applies to all members of academic staff employed by Brasenose. Academic staff are defined as those employees to whom Statute XVI applies.

Subject to 4 below, all existing members of academic staff who have a normal retirement date of 30 September immediately preceding their 66th birthday as specified by statute will be deemed, from 1 October 2011, to have a retirement date of 30 September preceding their 68th birthday, which shall be the EJRA.

All existing members of the academic staff who have a vested right as specified by statute to a normal retirement date of 30 September preceding their 68th birthday will continue to have a retirement date of 30 September immediately preceding their 68th birthday.

In cases where, under Colleges' procedures applying until 30 September 2011, a member of staff has a retirement date set by individual agreement to be other than 30 September preceding the 66th birthday, the retirement date specified in the agreement will continue to apply. Where the specified date is earlier than the EJRA, any request to work beyond the specified date should be referred to the Bursar under this procedure and the merits of each case will be considered in the context of the rationale for the original extension.

Unless the terms of any prior agreement to work beyond the EJRA preclude any further extension of employment, a member of academic staff whose retirement has been set later than the EJRA may apply for a further extension under the procedures set out below.

No provision associated with the EJRA shall affect the right of any employee of the college to retire at a date earlier than that specified under the EJRA, or the benefits to which they are entitled under the relevant pension scheme.

The procedure set out in part two is intended for the consideration of all requests to continue working beyond the EJRA, including those that entail a modification of duties or working pattern after that date.

4. Consideration of requests to work beyond the ERJA

All requests to continue working beyond the EJRA will be considered in the context of the aims of College in maintaining the EJRA as set out in section 2 above. Applications will be approved only where, having taken account of the considerations set out below, the Governing Body, having received advice from the Personnel Committee, is convinced that any detriment to the furtherance of aims of the EJRA is offset by a balance of advantage arising from an extension of employment. The relevance of each consideration will depend on the post in question. The Governing Body of Brasenose College as decision-maker will weigh the advantages of continued employment (whether in the same post, or in only one part of a previous appointment, or on different terms and conditions, or on a part-time basis following partial retirement to pension) against the opportunities arising from creating a vacancy or part-vacancy, including the intention of recruiting someone else, using the vacancy for a different purpose, or leaving the post vacant for a period (whichever may apply).

- Is the individual, if extended in employment, expected to make a significant contribution to Brasenose, for example through distinguished scholarship, and would the loss of this contribution be unacceptable to College and collegiate University?
- Would the employee's contribution be very hard to replace given his or her particular skills set and/or the employment market? For example, does College need, for a defined period, to retain expertise in order to complete a specific project, or to retain skills that are currently in short supply?
- How would continued employment, compared with the opportunity arising from a vacancy, fit with the future academic and business needs of the college over the proposed period (for example, where there is a desire to develop a new field of research or a new course.
- What is the likely impact of continued employment compared with the opportunity arising from a vacancy on the quality of work of College, for example on its ability to respond to student needs, or to meet research aims?
- How would any financial commitments or benefits which would accrue from a continued employment over the period proposed compare with those which might accrue from the opportunity arising from a vacancy?
- What is the likely impact of continued employment compared with the opportunity arising from a vacancy on opportunities for career development and succession planning, bearing in mind recent and expected turnover?
- What is the likely impact on the promotion of diversity?
- Is the duration of the proposed extension of employment appropriate in terms of the benefits expected to College?
- In the case of a joint appointment, what are the implications of the wishes of the applicant for the joint nature of the post: for example, where the request involves only one part of a joint appointment, has some suitable means been found of managing the future of the joint appointment so as to protect the shared educational interests of the University and colleges?
- Are there relevant personal circumstances that would properly justify exceptional treatment?

Part Two - The Process

(a) Notification and Discussions

In the sections below references to Division only apply to academic staff on joint appointments.

Brasenose has adopted the following procedure for considering requests from academic staff on joint appointments who are due to retire on or after reaching the EJRA but who wish to extend their employment and are not precluded from so doing under the terms of any individual agreement.

Step One – Notification

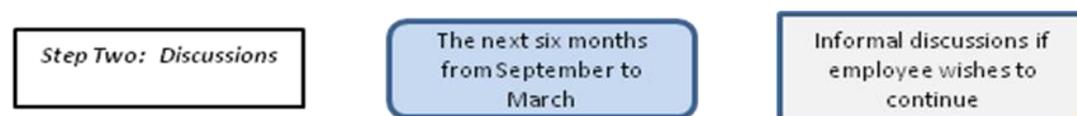


The Bursar will remind academic staff in writing of their normal retirement date and of the process for requesting continuation in employment beyond that date no later than two years before their retirement date under the EJRA. In the case of joint appointments, this notification will be copied to the relevant head of division, who will also send a letter to the member of staff with reference to their university employment. Where it judges it necessary, Brasenose may decide to give earlier notification.

Transitional and special arrangements

Staff who are due to retire at or beyond the EJRA within the first two years after the introduction of these procedures will be notified in writing by the college at the earliest opportunity of their normal retirement date and of the process for requesting continuation in employment beyond that date. Staff receiving notification under this clause will be asked to pursue any application to continue working beyond the EJRA at their earliest convenience, and the deadline for applications specified in this process will be adjusted accordingly.

Step Two – Discussions



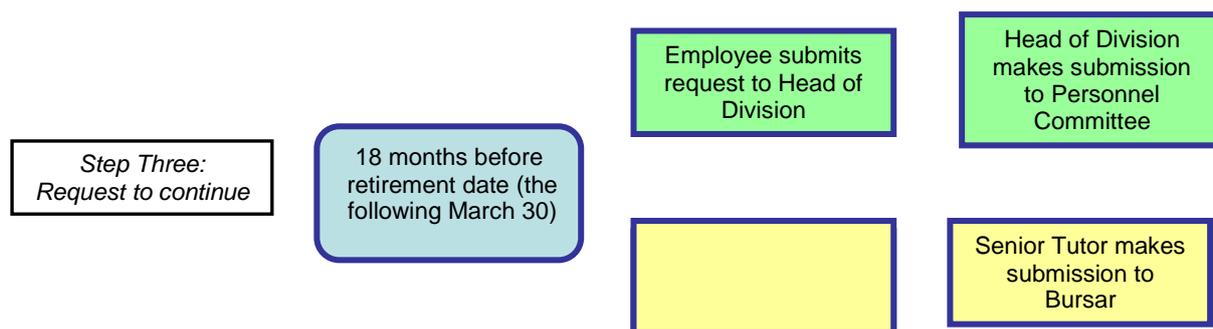
Any staff member who wishes to continue in employment beyond the EJRA should first discuss his/her situation informally and in good time with the Senior Tutor. Holders of joint appointments should also consult the Head of their department and/or division. Similarly, where a contract of any type is held with another body, such as an NHS trust or another college, that other body should also be consulted.

Early exploration of all options is encouraged. In the case of joint appointments, it is possible that the staff member may wish to continue working in only one part of the joint appointment, or one employer might wish to agree continued employment while the other does not. Flexibility in the continuation or variation of contracts should be encouraged, subject to the aims of the EJRA. In this context, a staff member wishing to continue to work might wish to consider a variation or a new contract issued by one employer that would be compatible with retirement from the other part(s) of the joint employment. In such cases, the employers will wish to discuss how their respective interests in the future of the substantive joint appointment should be protected. Such discussions, which could involve consideration of interim arrangements for the joint appointment, will be facilitated if agreement can be reached as to when the two parts of the joint appointment will fall vacant.

These informal discussions, which may take place at any time, will not result in a definitive decision by College but may help inform any formal request which might subsequently be made by the individual. Such discussions are intended to provide opportunity for the formulation of a request with which all parties will be content.

(b) Submission and consideration of the request to continue

Step Three – Request to Continue



If the staff member wishes to continue in employment beyond the EJRA, they should submit their case in writing to the Senior Tutor in good time, setting out the proposed working arrangements and the length of extension requested.

The request to continue working in a college appointment, or in the college part of a joint university and college appointment, beyond the EJRA should be submitted formally in writing to the Bursar by the Senior Tutor (for academic staff) as part of an agreed submission. Any request relating to the university part of a joint appointment should be made to the Division. The submission should consist of, and set out clearly:

- a) the request as made by the member of staff, including the proposed working arrangements and the length of extension requested;
- b) an account, agreed where possible, of how the request relates to the considerations for extensions set out in the college’s policy;
- c) a note from the Senior Tutor setting out relevant academic or other College circumstances and background

d) in the case of joint appointments, the views of the division and any other associated employers (e.g. the NHS or another college), including, in particular, comment on any special arrangement which would result in the parts of the joint appointment being treated differently. If, in the case of a joint appointment, a decision has already been made with regard to the university employment, the outcome of this should be included.

The member of staff should be invited to append to the submission any supporting material he or she may consider appropriate.

The normal deadline for such requests to reach the Bursar is 18 months before the retirement date. Later requests may be considered in exceptional circumstances but only with the agreement of the relevant employers (e.g. division, department, NHS Trust). A delayed deadline will be given in cases where, within the first two years after the introduction of these procedures, it is not possible to give a full two years' notification of retirement.

Step Four – Consideration of request

College will aim to complete the following steps as soon as possible, with the aim of ensuring that a final decision is made by the end of Trinity Term, a full year before the EJRA retirement date.



All requests to continue in employment by College beyond the EJRA, will be considered by a panel drawn from the Personnel Committee or another panel appointed by the Bursar. The Officer responsible for presenting the case for extension to the Bursar (i.e. the Senior Tutor for academics) will not be involved in the panel.

The panel will assess each request on its own merits in the context of the aims of the EJRA as set out above, and in the light of any exceptional personal circumstances.

In the case of the consideration of joint appointments, the chair of the Personnel Committee will liaise with the chair of the equivalent university panel over matters of process, including the relative timings of the work of the two panels and the communication between the panels of their decisions, as may best suit the individual case and allow for issues relating to the joint nature of the post to be addressed.

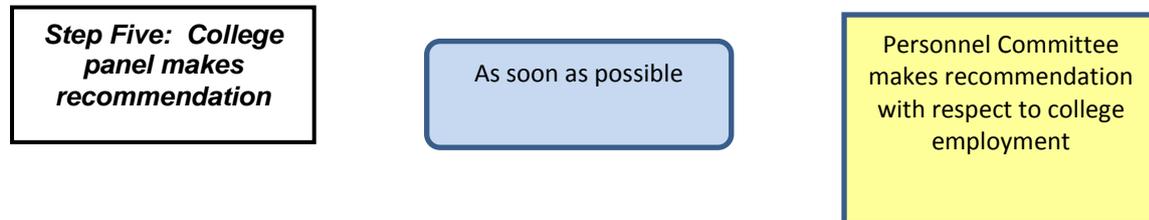
The panel will consider the request in the light of the considerations set out in section 4 of the policy above, taking due account of the views of the individual staff member, the college, and any others with an interest, which may include the division, department, another college or an NHS Trust, as appropriate. The panel will seek any clarification it deems necessary.

Where College and, in the case of a joint appointment, all parties representing the employers support the request to continue beyond the EJRA, the expectation is that the panel will approve that request after having satisfied itself that the aims of the EJRA have been sufficiently addressed.

Where College does not support the request for an extension, or, in the case of a joint appointment, where there is a difference of views between the employers, the panel will invite the staff member to a meeting to make his/her request for an extension in person, if they so choose. College will also

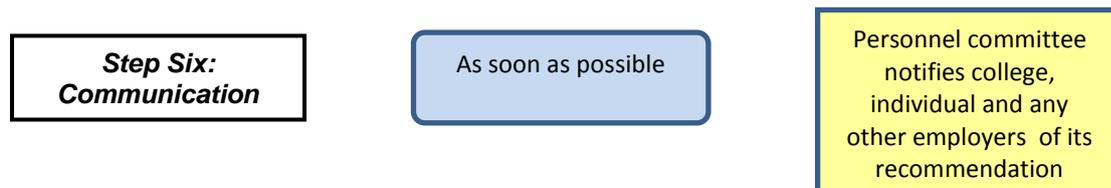
be able to present their case and the panel may also call upon the division, department and any other parties as appropriate. Relevant documentation will be provided to all the parties in advance of the date of any meeting of the panel arranged to address the request. The staff member will have the right to be accompanied by a trade union representative or a colleague.

Step Five: The panel makes a recommendation



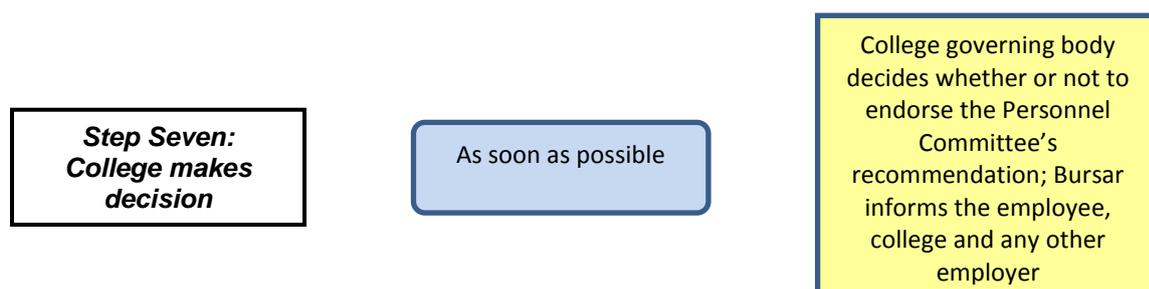
The panel will make a recommendation to the Governing Body on the request for extension of employment including the length of time of any such extension.

Step Six : Communication



The panel will inform the individual and, as relevant, the division, the department, and any other employer of its recommendation in writing. The letter will give brief reasons for the recommendation and the length of any extension proposed.

Step Seven: College makes decision



The Governing Body will then decide whether to accept the panel's recommendation and the Bursar will notify the individual, division and department, as relevant, of its decision.

Where the request to continue working beyond the EJRA is rejected, the individual will be notified in writing of the right of appeal under College statutes and procedures.

Where a decision is taken to extend employment under these procedures beyond the EJRA, the employee will be issued with a fixed-term contract, to terminate at the date set by the Governing Body in agreeing to the extension. This contract will state the details of the specific hours, duties,

salary and other terms and conditions for the extension. On any occasion when the Governing Body shall agree an extension to the period of employment in accordance with this procedure, it shall decide whether to permit any further application to be made under this procedure. If so, it shall decide whether any further notification is necessary equivalent to that set out in step 1 above and set an appropriate time limit in place of that set out in step 3 above by which any application shall be made for a further extension.

Step Eight: Appeal

If the individual wishes to appeal against the decision made under step 7, he or she must write to the Principal within 21 days, setting out the grounds for the appeal. The Principal will appoint an Appeal Panel to review the decision within a further 28 days. The appeal panel will not involve people involved in the decision making process. The Appeal Panel shall inform the college, employee and any other employer, as relevant of this decision within 14 days of the conclusion of the review. This decision will be final.