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Policy Name	Extended Workforce Policy
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Owner	People & Culture

1. Introduction

1.1 The Extended Workforce Policy and procedures have been developed to assist Queen's University Belfast in achieving our vision to be a world-class international university that supports outstanding students and staff, working in world class facilities, conducting leading-edge education and research, focused on the needs of society.

1.2 The University engages individuals into the extended workforce on a variety of contractual arrangements (including casual workers, self-employed and volunteer agreements) to support our permanent and fixed term employee base to achieve our strategic ambition to develop a globally competitive talent base.

1.3 The University is committed to engaging all individuals appropriately for the work they do for the University in line with the institution's core values:

- **Integrity** – we ensure that the engagement of our extended workforce is undertaken with honesty and transparency and is reflective of the highest ethical standards
- **Connected** – by actively collaborating with the diverse talent within our extended workforce the University is better placed to succeed in achieving its objectives
- **Ambition** – we are forward-thinking and strive to build on the important contribution our extended workforce makes to the success of the University
- **Respect** – we ensure that our extended workforce are engaged fairly and the relationship is mutually beneficial
- **Excellence** – we recognise that the members of our extended workforce are vital and contribute to the University's pursuit of excellence.

2. Policy Statement

2.1 The University recognises the importance of, and valuable contribution made by, its extended workforce and engages individuals in this group to:

- deliver non-permanent or intermittent services, as and when required;

- prevent the disruption of service delivery by covering short term staff absences; or
- provide additional support, skills and experience to meet fluctuating demands.

2.2 The University aims to engage those in the extended workforce on contractual terms that are fair and appropriate, given our legal and ethical responsibilities as an employer.

2.3 The University utilises a variety of contractual arrangements which are designed to meet the needs of the individuals engaged, whilst providing the University with flexibility.

3. Scope

3.1 This policy applies to individuals engaged by the University, both students and non-students, in teaching and non-teaching roles.

3.2 The University will ensure that individuals are engaged on contractual terms and conditions appropriate to their employment status. The employment status for all individuals will be determined by the work required to be undertaken.

3.3 The extended workforce is composed of groups working under the following employment status categories:

- **Workers:**
Individuals who personally undertake work for the University but who are not engaged under a contract of employment. Workers are not employees of the University but do have a number of statutory rights which will be set out in their contract.
- **Self-employed:**
Individuals who carry out work for the University where the University is a client or customer of the individual or their business (which may be through an intermediary business or otherwise). Self-employed individuals may make bids for work, and will be paid as a supplier, in line with the University's procurement policy and procedures. Self-employed individuals do not have employment rights and are responsible for their own tax and national insurance.
- **Volunteers:**
Students and other individuals who perform certain roles in a voluntary capacity where the only payments made to the individuals are for approved incurred out-of-pocket expenses.

- **Other Payees**
Individuals who undertake certain activities for the University that do not constitute either work or a volunteering role, for example, clinical trial participants and service users. These individuals are considered to be off-payroll and have no employment status for tax purposes. Individuals are paid small sums for out-of-pocket expenses as compensation for the time spent.

Only by exception will the University engage an individual through an intermediary e.g. their own limited company or personal services company, where they would be classed as an employee if they were contracted directly. In line with legislation, which is intended to ensure that individuals who work like employees, pay broadly the same employment taxes as employees regardless of the structure they work through, the university will determine employment status for all individuals by the work required to be undertaken.

4. Engagement

- 4.1 The Hiring Manager is responsible for reviewing the nature of the work to be undertaken and for ensuring the individual is engaged on the correct employment status with the appropriate contract/contractual terms and conditions. Contracts will be issued prior to any work being undertaken.
- 4.2 Decisions on employment status can be complex. Hiring Managers making such decisions should refer to the University's Employment Status Flowchart and Common Job Roles and Associated Employment Status Table in the first instance. Where a role is new or more complex and does not fit within the guidance documents hiring managers should seek advice from the HR Business Partner team.
- 4.3 Engagement of all individuals will be subject to Right to Work checks in line with the University's Preventing Illegal Working and Eligibility to Work Policy.
- 4.4 The Hiring Manager must, in all cases, ensure that any restrictions to the number of hours a worker is permitted to work, including Working Time Directive, Visa Compliance (e.g. student Visa holders) or QUB Student Working Policy, are adhered to without exception.

5. Contract Types

5.1 The University utilises a range of contract types and agreements dependent on the employment status appropriate to the work being undertaken. These include:

5.1.1 Worker Contracts

Worker contracts are issued where there is a requirement to meet unpredictable or short-term fluctuations in demand. The University is under no obligation to offer work and workers are under no obligation to undertake the work offered.

5.1.2 Contract for Services

The University uses a number of contract for services to commission work to self-employed contractors, including those who have made successful bids for work via the University's procurement process.

5.1.3 Volunteering Agreement

The University will issue a Volunteering Agreement to individuals for appropriate activities to those interested in pursuing opportunities in a volunteer capacity. These agreements are issued at a local level within the relevant Faculty or Directorate.

5.1.4 Other Payees

The University will issue a letter to individuals interested in pursuing such opportunities to outline commitment and extent of payments.

5.2 The University recognises that, on occasion, individuals may be concurrently engaged in a range of activities across the institution. In such circumstances, it may be necessary for separate contractual arrangements to be put in place to reflect the variety of work undertaken by an individual. People and Culture will monitor activity across the extended workforce and will work closely with Faculties/Directorates to explore alternative approaches to simplify contractual arrangements.

6. Rates of Pay

6.1 Individuals engaged as Workers will be paid an hourly rate, which will be determined by the role they are undertaking and will be within a band as set out in the Schedule of Hourly Rates.

6.2 Individuals engaged in Self Employed Roles will be paid a fee as determined by the procurement process.

6.3 Individuals engaged in a Voluntary capacity will be entitled to payments to cover out of pocket expenses.

6.4 Individuals engaged in Other Payee capacity will be paid an amount to cover time spent.

7. Guidance on Implementation of the Policy

7.1 Advice and guidance on the implementation of this Policy is provided by the HR Business Partner team.

8. Monitoring and Governance

8.1 The University will review the use of extended workforce engagements to ensure that individuals are engaged appropriately. Summary information in relation to this will be shared with University Operating Board and recognised trade unions on an annual basis.

8.2 The Head of School/Director (or nominee) is responsible for ensuring that practices to engage individuals in the extended workforce align with this policy and associated procedures.

8.3 People and Culture will ensure that hiring managers responsible for engaging individuals are trained and supported to ensure that recruitment, engagement and payment of individuals in the extended workforce are in line with established procedures.

8.4 Further advice and guidance is available to hiring managers from the teams in Finance and People and Culture to help minimise the risks from potential breaches of employment law and tax regulations.

8.5 Monitoring of Workers in relation to Section 75 Equality Duties will be undertaken in line with overall University monitoring processes.

9. Equality and Diversity

9.1 The University provides equality of opportunity and treatment to all regardless of a person's gender identity /expression (this includes Transgender and Non-Binary people); pregnant or maternity status; marital or civil partnership status; whether or not they have dependants (including caring responsibilities); religious belief or political opinion; race (including colour, nationality, ethnic or national origins, including Irish Travellers); disability; sexual orientation and age.

9.2 The University's Equality, Diversity and Inclusion Policy (2020) applies to:

- (i) All staff, applicants for employment and anyone who works for the University on a paid or voluntary basis, (including members of Senate and its core committees) and relates to all decisions in respect of recruitment and selection, progression, promotion, access to training and the provision of terms and conditions of employment; and
- (ii) All students and applicants for courses and relates to all decisions in respect of the admission of students and the provision of all services to students including teaching and supervision, assessment, progression and award, and support services.

9.3 Reasonable Adjustments

The University will consider reasonable adjustments and, where possible, facilitate these to disabled individuals throughout the process of recruiting members of the extended workforce. Workers with disabilities or long-term conditions will be encouraged to disclose this in the Equal Opportunities Monitoring Form, and to the relevant school and discuss reasonable adjustments which may be required to support them in undertaking the activities.

9.4 Section 75 Statement

This policy has been equality screened out for the purposes of complying with Section 75 of the Northern Ireland Act 1998 and a copy of the completed screening document is available online.

10. Related Policies and Guidance

- Volunteering Policy
- Procurement Policy
- Policy and Guidance on Teaching and Teaching Support
- Preventing Illegal Working and Eligibility to Work Policy
- Equality, Diversity and Inclusion Policy
- QUB Student Working Policy
- Guidance on Applications for Student Visas
- Employment Status Flowchart
- Schedule of Hourly Rates – ***In progress***
- Extended Workforce Cohorts: Description & Employment Status Table
- Hiring Manager Training Video – Getting Employment Status Right

In most instances, contracts issued to workers will be issued via QWork however, template versions of all relevant contracts are available for use on the Extended Workforce webpages.