

**HUMAN RESOURCES POLICIES & PROCEDURES/ REVIEW OF APPOINTMENT****Contractual Retirement Age and  
Appointment/Re-appointment beyond Contractual Retirement Age****PREAMBLE**

The University's contractual retirement age for all staff is **60**. Staff are normally expected to retire on 30 June following the date of his/her 60<sup>th</sup> birthday, or, if his/her birthday falls on June 30<sup>th</sup>, then on his/her 60<sup>th</sup> birthday itself.

**EARLY RETIREMENT**

2. Staff members who have reached 55 years of age and have served the University for 10 or more years may apply for early retirement, subject to the recommendation of the relevant Dean/Head of Office and approval by the President and Vice-Chancellor or the Provost/respective Vice-President in accordance with the reporting relationship.

**APPOINTMENT/RE-APPOINTMENT BEYOND CONTRACTUAL RETIREMENT AGE**

3. With a view to retaining the good service of senior academic staff, the University will favourably consider the re-appointment of serving staff at or above the Professor rank (including re-titled Professors) for up to 5 years beyond their contractual retirement age in accordance with the criteria and procedures as set out in Attachment 1.

4. For all other staff, consideration of re-appointment beyond contractual retirement age will be exceptional. For academic staff below the Professor rank and teaching staff, the University will consider the re-appointment beyond contractual retirement age of those with excellent performance in teaching in accordance with the criteria and procedures as set out in Attachment 2. For all other cases, re-appointment beyond contractual retirement age will only be considered on the basis of a strong and well-justified recommendation on functional grounds, and in accordance with the criteria and procedures as set out in Attachment 2.

5. For new appointments to senior leadership positions, such as Deans, Chair Professors and Heads of Departments/Offices, the relevant Staff Selection Panel may recommend an extension of the contractual retirement age from 60 to 65 for the selected candidate on the following grounds:

- (a) that the candidate is the best choice and has an outstanding track record in the relevant field; and
- (b) the candidate should normally be aged 50 or above (unless on very exceptional basis with strong justifications provided) so that the contractual retirement age of 60 would be a deterrent to his/her acceptance of the offer of appointment.

The recommendation of the relevant Staff Selection Panel shall be subject to the approval of the President and Vice-Chancellor. For the positions of President and Vice-Chancellor and Provost/Vice-Presidents, the relevant Committee may make a recommendation for extension of the contractual retirement age beyond 60, which shall be subject to the approval of the Council.

6. Appointment/Re-appointment beyond age 65 will normally not be considered unless on very exceptional grounds and only for senior positions (i.e. Deans, Chair Professors, Heads of Departments/Offices, and equivalent positions), subject to the following guidelines and procedures:

- (a) A recommendation on the appointment or re-appointment of a staff member beyond the age of 65 should be based on strong grounds for the strategic needs of the University;
- (b) A recommendation on the appointment or re-appointment of a staff member beyond the age of 65 shall be considered by a Special University Panel chaired by the President and Vice-Chancellor and comprising the Chairman, Deputy Chairman or Treasurer of the Council, the Provost and all the Vice-Presidents, which must consider the merits as well as the strategic value of the appointment or re-appointment before approving the recommendation or otherwise; and
- (c) For new staff members appointed at aged 65 or above and serving staff members re-appointed beyond age 70, different arrangements for medical and dental benefits will be provided. (For details, please refer to the pertinent regulations on provision of medical and dental benefits).

### **Review**

7. These policy guidelines and procedures will be subject to periodic review by the University.

Human Resources Office  
November 2015

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**HUMAN RESOURCES POLICIES & PROCEDURES/ REVIEW OF APPOINTMENT**

**Re-appointment Beyond Contractual Retirement Age**  
**(for Academic Staff at or above the Professor Rank)**

**Criteria**

1. The University will consider favourably the re-appointment of staff members at or above the Professor rank, who are good and contributing members of the Department and the Faculty/School. Specifically, it is expected:

- (a) that he/she should have consistently demonstrated overall good performance in the Department;
- (b) that he/she should be regarded as a conscientious and contributing member of the Department and the Faculty/School; and
- (c) that he/she should be able to identify himself/herself with the ethos of the University and the future direction of development of the University at large.

**Procedures**

2. The procedures for considering the re-appointment of staff members at or above the Professor rank beyond the contractual retirement age are as follows:

- (a) The staff member concerned could indicate his/her wish to be considered for re-appointment beyond contractual retirement age with his/her Head of Department as early as three years, and not later than one year, before he/she reaches contractual retirement age;
- (b) The Head of Department/Departmental Panel would comment on the staff member's suitability for re-appointment based on the three criteria listed in Paragraph 1 above;
- (c) The Dean of Faculty/School would convene the Faculty/School Review Panel to consider if the Faculty/School would recommend such re-appointment and the remuneration package to be offered to the staff member concerned on re-appointment; and
- (d) The recommendation, if any, from the Faculty/School Review Panel would be presented to the Provost for endorsement before forwarding to the President and Vice-Chancellor for approval.

**Terms of Appointment**

**3. Terms & Period of Re-appointment:**

- 3.1 Re-appointment shall normally be offered in the form of "continuous contract appointment" or "fixed-term contract" for a period of one to three years. Subject to review towards the end of the appointment and the Faculty/School Review Panel's recommendation being endorsed by the Provost and approved by the President and Vice-Chancellor, the appointment is renewable up to a total of five years beyond contractual retirement age [i.e. 30 June following the date of a staff member's 65<sup>th</sup> birthday (or on his/her 65<sup>th</sup> birthday if his/her birthday falls on 30 June) and not later than the immediately following 31 August to align with the end of the academic year.] Re-appointment beyond contractual retirement age is subject to good performance review reports on an annual basis.

3.2 Exceptionally, the University may offer re-appointment to a Chair Professor beyond contractual retirement age with his/her substantiation status maintained, subject to the following guidelines and procedures:

- (a) the Chair Professor should have already attained substantiation at the time of re-appointment beyond contractual retirement age;
- (b) re-appointment with substantiation status should be exceptional and supported by the Faculty/School/Department concerned;
- (c) the Chair Professor should have an outstanding track record in the relevant field; and
- (d) the recommendation should be approved by the Special University Panel.

Similar to par. 3.1 above, re-appointment of the Chair Professor concerned with substantiation status may be for one to three years. Subject to review towards the end of the period of re-appointment and the Faculty/School Review Panel's recommendation being endorsed by the Provost and approved by the President and Vice-Chancellor, further re-appointment may be offered up to a total of 5 years beyond contractual retirement age.

#### **4. Remuneration Package:**

4.1 Taking into account financial viability and functional requirements, Faculty/School/Department should review the job portfolio of the staff member concerned on re-appointment beyond contractual retirement age as follows:

- (a) For the staff member concerned whose job portfolio would remain the same on re-appointment beyond contractual retirement age, the Faculty/School/Department concerned may recommend maintaining the same remuneration package to be offered on re-appointment; and
- (b) For the staff member concerned who would be re-engaged beyond contractual retirement age on a revised or reduced job portfolio, such as on fractional-time basis and/or with a change in post/functional title, the Faculty/School/Department concerned may recommend a mutually agreed reduced remuneration package.

#### **5. Superannuation Benefits:**

The staff member who is a member of the HKBU 1998 Superannuation Fund (the Fund) may continue to be a member of the Fund, subject to the approval of the President and Vice-Chancellor.

#### **6. Other Benefits:**

- (a) The staff member who is an existing recipient of certain housing and/or passage benefits which are tied to his/her salary level may have such benefits reduced according to the reduced remuneration package offered upon re-appointment; and
- (b) Full medical and dental benefits will not be provided for staff engaged on fractional-time basis, and other benefits may be provided on pro-rate basis.

HUMAN RESOURCES POLICIES & PROCEDURES/REVIEW OF APPOINTMENT

Re-appointment Beyond Contractual Retirement Age  
(for All Staff except Academic Staff at or above the Professor Rank)

Criteria

1. For all staff except academic staff at or above the Professor rank, the predominant factor for the University to consider re-appointment beyond contractual retirement age is **the value that such an appointment is likely to add to the on-going and/or future development of the University**.
2. Specifically, the University will consider the following factors:
  - 2.1 For academic staff below the Professor rank (i.e. Associate Professor and Assistant Professor) and teaching staff (i.e. Principal Lecturer, Senior Lecturer, Lecturer I/II and Assistant Lecturer) with excellent performance in teaching, the staff member concerned should have:
    - (a) a continuous track record of “Excellent” rating in teaching for at least three out of the last five annual performance reviews and at least a Good standard in the performance area of Service; **and**
    - (b) (i) previously been nominated by the Faculty/School (since 2006-07) for the President’s Award for Outstanding Performance in Teaching within the past 10 years; **or**  
(ii) been awarded the President’s Award for Outstanding Performance in Teaching (since 2006-07) and/or the University Grants Committee Teaching Award.
  - 2.2 For all other cases, consideration will be given to:
    - (a) whether there will be expected difficulty in recruiting a replacement;
    - (b) whether the replacement is unlikely to have the same experience relevant to the job and to be of the same calibre or strength to contribute to the job as effectively as the staff member concerned;
    - (c) whether the intensive knowledge of the staff member concerned in the operation of the Office and the University will give him/her an edge over any new replacement;
    - (c) whether the staff member concerned, if staying on, would help train or orientate new staff to be brought in under the office's development plan; and
    - (d) in addition to the above, the staff member concerned must have demonstrated the following:
      - (i) that he/she is performing at an outstanding level;
      - (ii) that he/she is making an outstanding and significant contribution to the University; and
      - (iii) that he/she is very difficult to replace.

## **Procedures**

4. Every year, the Human Resources Office will provide a comprehensive staff list of each Faculty/Department/Office to Deans and Heads of Departments/Offices for reference. Together with the staff list, a projection of staff retiring within the next 5 years will be prepared for the reference of Deans and Heads of Departments/Offices. Based on the projected lists, Deans and Heads of Departments/Offices may consider if they wish to recommend any of their staff members for consideration of re-appointment beyond their retirement age. A recommendations for re-appointment beyond contractual retirement age should be initiated by the supervisor/Head of Department and made after due consultation with the staff member concerned. Any such recommendation must have the full support of the respective Faculty/School Review Panel (in the case of academic/teaching staff) and Dean/Head of Office (in the case of non-teaching staff) before they will be considered further.
5. The number of academic staff below Professor rank and teaching staff approved for re-appointment beyond contractual retirement age on the basis of excellent performance in teaching should be kept at 10% of the total number of staff on these ranks in each Faculty/School.
6. Recommendation of re-appointment of academic/teaching staff (including Assistant/Associate Professors, Senior/Principal Lecturers and Senior Instructors) and non-teaching staff in the Managerial/Senior Professional Category (i.e. Band F & above) should be forwarded to the respective University Review Panel, via the Human Resources Office, for consideration and recommendation to the President and Vice-Chancellor for final approval. For consideration of re-appointment of a Dean of Faculty/School or Head of Office, the Human Resources Office will arrange for Service Evaluation Survey to solicit feedback from user departments/offices on the performance of the staff member concerned.
7. Recommendation of re-appointment of Lecturers/Instructors from the Faculty/School Review Panel should be forwarded to the Provost, via the Human Resources Office, for consideration and approval.
8. Recommendation of re-appointment of non-teaching staff in the Executive/Professional and General Categories (i.e. Band A-E2) should be forwarded to the Vice-President (Administration) and Secretary, via the Human Resources Office, for consideration and approval.
9. To allow adequate time for processing and communicating the result back to the staff member concerned, recommendation for re-appointment beyond contractual retirement age should be made as early as possible and in any case not later than ONE YEAR before the staff concerned reaches his/her contractual retirement age. In exceptional cases involving staff members with outstanding performance and special contribution, Deans and Heads could initiate a recommendation of appointment beyond contractual retirement age as early as THREE YEARS before the staff member's projected retirement date.

## **Composition of the University Review Panel**

10. Composition of the University Review Panels for considering the re-appointment beyond retirement age for the following groups of staff is as follows:
  - (a) For Academic/Teaching Staff (including Assistant/Associate Professors, Senior/Principal Lecturers and Senior Instructors)
    - (i) The Provost as Chairman;
    - (ii) Chairman of Research Committee (academic staff only);
    - (iii) Relevant Dean of Faculty/School;
    - (iv) One other Dean of Faculty/School;

- (v) Two other senior staff members to be co-opted by the Chairman:
    - For academic staff (at or above Professor rank)
    - For teaching staff (at or above Senior Instructor/Senior Lecturer rank);
  - (vi) A staff member of the Human Resources Office as Secretary.
- (b) For Non-teaching Staff in the Managerial/Senior Professional Category (other than Heads of Offices)
- (i) The Vice-President (Administration) and Secretary as Chairman;
  - (ii) Two academic staff members (one Dean/Head and another who is not a Dean/Head at or above the Associate Professor rank);
  - (iii) Two senior non-teaching staff members (at or above Salary Band F “Managerial/Senior Professional Staff”); and
  - (iv) A staff member of the Human Resources Office as Secretary.

[Note: The relevant Dean of Faculty/School or Head of Office will be invited to act as resource person(s) for the case under review.]

- (c) For Deans and Heads of Offices
- (i) The President and Vice-Chancellor as Chairman;
  - (ii) The Provost;
  - (iii) Vice-Presidents;
  - (iv) One to two senior staff member(s) at the Dean/Head of Office level to be co-opted at the discretion of the Chairman; and
  - (v) The Director of Human Resources or his/her delegate as Secretary.

## **Terms of Appointment**

### **11. Terms & Period of Re-appointment:**

Re-appointment shall be offered in the form of fixed-term contract. The period of re-appointment will normally be for one to two years. Appointment for more than two years may be made on exceptional ground, and every extended year of appointment will be subject to good performance review report on an annual basis. In the case of a two-year or above appointment, one year before the extended appointment will come to an end, the supervisor/Head of Department concerned may, subject to consultation with the staff member concerned and support by the respective Dean and Head of Office, recommend for a further re-appointment which will be considered in accordance with the guidelines and procedures as set out in this policy. In all circumstances, re-appointment will be offered, at most, up to a total of five years beyond contractual retirement age [i.e. 30 June following the date of the staff member’s 65<sup>th</sup> birthday (or on his/her 65<sup>th</sup> birthday if his/her birthday falls on 30 June) and for academic/teaching staff, not later than the immediately following 31 August to align with the end of the academic year.]

### **12. Remuneration Package:**

- 12.1 Re-appointment beyond the contractual retirement age does not mean an automatic continuation of the same salary level and remuneration package at the time of retirement. Instead, it will be subject to re-negotiation of the most appropriate terms to be offered at the time of re-appointment. Deans of Faculties/Schools and Heads of Departments/Offices will re-consider the job specifications and the scope of work of the staff member concerned. In particular, Deans and Heads of Departments/Offices will address the issue of what kind of contribution the staff member is expected to make towards the building up of the Faculty/School/Department/Office during the re-appointment period beyond contractual retirement age. More specifically, Deans/Heads will

take into consideration the following major factors when determining the salary level:

- (a) expected and/or adjusted scope of work to be undertaken by the staff member concerned;
- (b) level of contribution and individual merits of the staff member concerned;
- (c) comparability of the offer of pay terms in the market; and
- (d) financial viability of the Faculty/School/Department/Office concerned in supporting the re-appointment beyond retirement.

12.2 In connection with par. 12.1 above, it is expected that on the basis of adjusted scope of work and performance expectations of the staff member concerned, the remuneration package offered will normally be reduced to up to 70% of the basic monthly salary of the staff member concerned at the time of re-appointment beyond age 60 using UGC funds. The respective Faculty/School/Department/Office may top-up the remuneration package by non-UGC funds in consideration of the job portfolio of the staff member concerned, his/her likely contributions, financial viability and the recruitment competitiveness of the position.

12.3 Support for more than 70% of the remuneration package on re-appointment beyond age 60 using UGC funds will only be considered on very exceptional basis with strong justifications, having regard to the scope of work and responsibilities of the staff member concerned, and subject to endorsement of the respective approving authority for the re-appointment.

### **13. Superannuation Benefits:**

A staff member who is currently a member of the HKBU 1998 Superannuation Fund (the Fund) may continue to be a member of the Fund, subject to the approval of the President and Vice-Chancellor.

### **14. Other Benefits :**

A staff member who is an existing recipient of certain housing and/or passage benefits which are tied to his/her salary level may have such benefits reduced according to the reduced remuneration package offered upon re-appointment.

### **Other Forms of Re-engagement of Service Beyond Retirement**

15. It is recognised that a staff member reaching retirement age has normally accumulated valuable work experience within the University and some Faculties/Schools/Offices may wish to continue to benefit from some kind of association with the staff member concerned after retirement. Other forms of re-engagement of service beyond retirement are defined as follows:

- (a) The re-engagement is only for a short period (up to six months in total) and not expected to be further extended; or
- (b) The re-engagement is on half-time or less basis; or
- (c) The remuneration package is totally different (both in terms of benefits provision and salary which is expected to be reduced to 50% or less of basic monthly salary at the time of re-engagement); and
- (d) A change of post/functional title is normally involved.

16. The recommendation for re-engagement will be handled through executive action at the Faculty/School/Office level, subject to the approval of the Provost/Vice-President or the President and Vice-Chancellor to whom the Faculty/School/Office reports. There is no need for such cases to be considered by a Review Panel.



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