



Staff Handbook

Version Control July 2018

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Policies

We have a range of policies which form part of the staff handbook, and you are expected to familiarise yourself with these on a regular basis.

Bad Weather Policy	Health & Safety Policy	Equal Opportunities & Diversity Policy
Alcohol & Substances Policy	Data Protection Policy	Finance Manual
Bullying & Harassment Policy	Environmental & Greening Policy	

Working Here Guides

Alongside the Handbook and policies, we've brought together some documents which should help

How to manage your ToIL and Flexi-Time <ul style="list-style-type: none">Blank Timesheet	What to do when you're sick	How to manage recruitment <ul style="list-style-type: none">Recruitment & Selection processesNew Starters ProcessProbation FormInduction Checklists<ul style="list-style-type: none">Student StaffContract / FT Staff
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Working with elected officers	Benefits of working here	How to leave employment of the SU :- <ul style="list-style-type: none"> • Process for you • Exit Interview Form
Applying for a learning & development opportunity	Requesting Leave If you dont have an account, contact Chief Executive	Annual Appraisal Process <ul style="list-style-type: none"> • Managers • Coordinator Level
Printing, Stationery & Telephone Extensions	Demographics of our members (August 2017)	

Version Awareness

Employees should be aware that a printed copy of this document may not be the latest available version. The latest version, which supersedes all previous versions, is available on the shared drive. Those to whom this Handbook applies are responsible for familiarising themselves periodically with the latest version and for complying at all times. Please contact the Chief Executive if you would like clarification on the latest version.

The handbook will be regularly updated in line with organisational and legal developments or changes to statutory entitlements. It will also be updated as terminology or structures change over time, but any substantive changes will be part of a formal consultative process.

Introduction

If you have got this book it means that you are employed by Goldsmiths Students' Union. You may be a new or existing member of staff.

This book tells you everything you need to know about your employment with Goldsmiths Students' Union and includes some useful information about what Goldsmiths SU is all about and its aims and objectives.

What is Goldsmiths Students' Union?

Welcome

Goldsmiths Students' Union is a charity representing over 9,000 students studying at Goldsmiths, University of London. We're here to provide support and advice to make university life easier, whilst representing students on the issues that matter.

Any student at Goldsmiths, University of London (AKA Goldsmiths College AKA the College) becomes a member of Goldsmiths Students' Union automatically. Students are our members, so often you'll hear us use both words to describe what we do!

You'll also see us describe ourselves as Goldsmiths Students' Union and Goldsmiths SU, but the preferred style to use is Goldsmiths SU when talking to our members.

What services do we run?

We run a shop, bar, cafe, nursery and venue. Their financial success means we're able to increase the range of activities and support we have for students - we facilitate sports, societies and networking on campus, help students who get into trouble and make sure students have opportunities to shape decision making within Goldsmiths.

What is so different about a Students' Union?

Working at Goldsmiths SU can be a rewarding and interesting experience and we hope you enjoy working here. The union is run by students for students and as a result some things are a bit different to what you may be used to in places where you have worked before. We will try to explain these differences to you so that you understand why Goldsmiths SU is so unique.

The Union is a membership organisation which means that it is run for the benefit of the members. The members are the students of Goldsmiths, University of London. In order to make sure that the Union is delivering what the members want there is a system of democracy in place, a bit like in a local council, whereby various representatives of the members have a role to play. It also allows for individual members to have a direct impact on the Union through their attendance at meetings.

Student members play a key part in making decisions in Goldsmiths SU and have an important say in what it does, and the Board has ultimate responsibility and accountability for the Union.

Elected Student Officers

The four sabbatical officers (sabbs) are elected on an annual basis (usually around the end of February) to lead our representative and political agenda. They work full-time, usually the year after they graduate but they can't do more than two years. They're accountable to our members, and they shape the aims of the charity, ensuring we're delivering the best activities for students at

Goldsmiths.

The four are

President - Lead representative within the College, chairs Trustee Board, deals with the media and manages the Chief Executive

Campaigns & Activities Officer - Supports activists and campaigners on campus, understanding how we can increase and improve membership of sports clubs and societies

Education Officer - Works on projects enabling students to shape their course and improve the academic experience of students

Welfare & Diversity Officer - Works on projects for under-involved students and on interventions to encourage good wellbeing on campus

Alongside the four sabbs we have a number of part-time officers that do their portfolio roles (eg Womens Officer and LGBTQ+ Officer) alongside their studies for a couple of hours each week.

How is Goldsmiths Students' Union run?

On a day to day basis Goldsmiths SU is run by the Senior Management Team (SMT), the Chief Executive is the most senior member of staff in Goldsmiths SU. The Chief Executive's objectives and performance are managed by the President as chair of the Trustee Board.

The SMT are responsible for key areas of our organisation and along with the Chief Executive ensure our staff team are supported to achieve their objectives.

We have about 30 staff who work in different services, projects and activities to ensure continuity and improvement from one year to the next.

Goldsmiths SU employs approximately 100 students through the year who work in different parts of the organisation. They'll work part-time, mainly on a term time only basis.

Board of Trustees

The people with ultimate responsibility and accountability for the Union are the Board of Trustees.

A trustee is a person who has legal responsibility for an organisation. Goldsmiths SU's Board of Trustees is made up of the four sabbatical officers, four elected Student Trustees and four co-opted trustees (people external to Goldsmiths SU who are appointed).

The Trustee Board meets about six times a year and has a responsibility to scrutinise the performance of Goldsmiths SU, make sure that what we do is in the interests of our members and make sure that we're sustainable, so that we don't do anything that could jeopardise the future of Goldsmiths SU. The Board also has to ensure that Goldsmiths SU is meeting all its legal and other obligations. The Trustee Board will have responsibility for Goldsmiths SU as an organisation (as opposed to Goldsmiths SU as a representative body). The Trustee Board would only become involved in the representative bit of Goldsmiths SU if there were legal, reputational or financial reasons to do so.

Where does our money come from?

Most of our funding comes in the form of a block grant from the College. Some of this is restricted for specific activities, which means we have to spend it on the things it was given for. The rest of our

money comes from the surpluses generated in the shop, bar, café, nursery and through any marketing agreements we've got in place.

The more money we can make through our services – the more we're able to spend on students at Goldsmiths!

How are decisions made?

We try to make sure that student assembly and referenda are the primary ways of students being able to shape and inform our decision making.

Referenda take place when there is an extraordinary issue that needs wide-student involvement, whilst a student assembly takes place every term for students to physically attend and vote.

The Trustee Board, with reference to charity law, is the ultimate decision maker within the structures. However, our staff are employed for their professional experience and ability, so we'll always make sure the Trustee Board is informed by our experience and information.

Staff Protocol

With all these officers and students around you may be wondering what we need you for. Goldsmiths SU recognises that its staff are central to its activities. The staff provide continuity, advice and managerial expertise and as such are a valued resource. We have a staff protocol because we think it is important to clarify the working relationship between the organisation's members and its staff. This protocol forms an annexe to the terms and conditions. The protocol must be adhered to at all times by the members, officers and staff of the Union.

Staff Status

All staff are employed directly by the organisation. Goldsmiths Students' Union agrees all terms and conditions for Union employed staff.

We have agreements with other organisations to supply staff (eg security and cleaning) who will agree their own terms. However, they are covered by the staff protocol.

Role of the Executive and individual officers

Officers of the Union will not directly manage the work of individual staff members. In the event that an officer wishes to change the priorities of a staff member they will see the Chief Executive in the first instance. This is not meant to prevent dialogue between officers and staff, but it is essential that each staff member has one manager from whom they take direction. In the event that an officer has a complaint against or a comment on the behaviour of a member of staff they must not deal with it directly, but should report it to the President who will report it to the Chief Executive. The Chief Executive will investigate the issue and decide whether or not to take the matter further, reporting to the President.

Elected Officers share a collective and individual responsibility to ensure that under no circumstances will staff be discussed at Union meetings. Staff may only be mentioned in Goldsmiths SU publicity with the express permission of the Chief Executive.

Role of Staff

The role of staff is to operate the services that Goldsmiths SU provides for its members.

A staff member with a complaint against or a comment on the behaviour of an officer must not deal with it directly, but should report it to the Chief Executive who will report it to the President. The President or Chief Executive will investigate the issue and will decide whether or not to take the matter further.

In the event that an individual member of staff or a group of staff have an issue with their employment they should pursue it through the line management structure or via the trade union as appropriate.

Members of staff shall not become actively involved in the policy making of Goldsmiths SU, nor shall they become politically involved in or attempt to influence Goldsmiths SU elections or referenda. Members of staff should not take part in any public discussion which could be construed as critical of Goldsmiths SU officers and their policies, or attempting to influence the political views of others within the workplace outside of trade union activity.

Members who work for Goldsmiths SU

Some staff in Goldsmiths SU will also be members of Goldsmiths SU if they are studying at Goldsmiths, University of London. These staff as full members of the Union, are able to participate in the democratic running of the Union, but must not raise issues relating to their employment. This protocol does not affect the rights of staff members to pursue an issue via the disciplinary and grievance procedure.

It is expected that both staff and officers will treat each other with respect and courtesy at all times.

This section of the handbook together with your Statement of Main Terms of Employment forms part of your contract of employment with Goldsmiths SU Please read both documents carefully before signing your statement. Much of the information contained in this handbook is for your information and is designed to help you to understand how things work in Goldsmiths SU.

Pay & Benefits

Payment of Salaries

We aim to make monthly payments around the 24th of each month.

Generally payments are made directly into a nominated bank account.

For student staff we pay from 16th of last calendar month to 15th of this calendar month. For other staff we pay for that calendar month on the 24th of that month. Deadline for additions or changes is usually 16th of each month.

If there is a problem or something doesn't look right with your pay, tell your line manager or Chief Executive and they can investigate.

Deductions from Pay

Your salary will be paid net of tax, national insurance and pension contributions if these are incurred. If you are eligible, Goldsmiths SU can arrange for other things to be deducted from your pay with your prior agreement if you wish. These include

Cycle to Work Scheme

We're able to make deductions over twelve months if you want to buy a bike and accessories from <http://www.cyclescheme.co.uk/3ad0ea>

Travel Loan

Travel costs can be expensive, so we can pay it upfront and you pay us back each month.

Deposits for Flats

We know that when moving flats or house, you might need access to cash until you can get the deposit back from your old flat.

Pay Scales & Grading

This is in the process of being updated.

Overpayments

If you believe that you have been overpaid it is your responsibility to point this out to your Line Manager. If you fail to declare an overpayment and it is later demonstrated that you could reasonably have been aware of it you may be liable for disciplinary action.

Goldsmiths SU reserves the right to deduct any overpayments made to you or any other payments made by mistake of fact or law and any loans or bills for Union services unpaid on the last day of employment. Goldsmiths SU will obtain your signature in advance of any such deduction.

Pension

All eligible employees must, by law, be auto-enrolled into a qualifying workplace pension scheme within the first six weeks of employment. Auto-enrolment for our staff will take place on 1 January

2018. Goldsmiths SU will contribute to the pension. To be eligible you must be aged between 22 and State Pension age, earn more than £10,000 per year and work in the UK. You have the option of opting out of the pension scheme. If you have previously opted out of a pension scheme with a previous employer you will need to do so again when joining Goldsmiths SU.

Our current scheme is 3% employer contribution to match your 3% contribution.

Other Benefits

These are detailed, in full, in [Why Work at Goldsmiths SU?](#)

Some examples are

- You can buy an NUS Extra card
- You have access to Goldsmiths' College Media Equipment Centre
- Staff receive 10% off some items in the cafe and bar
- You get preferential treatment in the allocation of places for our SU run nursery
- We provide tea bags, coffee and milk for the office

Expenses

If you are required to travel on Goldsmiths SU business you will be entitled to claim reasonable expenses for travel, accommodation and meals. If you are going to incur expenditure please agree this with your Line Manager first. All claims must be made within 3 weeks of the expenditure being incurred.

If you use your own car to travel on Goldsmiths SU business you are entitled to claim a mileage allowance in line with the approved HMRC rates. We wish to encourage staff to use public transport wherever possible. If your journey would be cheaper by train and you choose to go by car then your claim will be limited to the second class rail fare for the journey.

Where an employee uses their own vehicle, the employee should ensure that the vehicle is in good working order, fully insured, taxed and MOTd and that the driver is covered by breakdown assistance. If this is not in place, the vehicle can not be used.

The current rates available from HMRC are

45p per mile for the first 10,000 business miles in a tax year

25p per mile for each business mile over 10,000 miles in a tax year

You will also receive 5p per passenger per business mile for carrying fellow employees in a car or van on journeys which are also work journeys for them.

There are different rates for those cycling or using a motorbike.

Goldsmiths SU seeks to reduce the carbon emissions created by any business travel, staff are asked to record mileage for all business journeys and air-travel is only permissible in special circumstances with the approval of a line manager due to the high level of carbon emissions.

If you are required to stay overnight you will be entitled to an overnight allowance of £5 in addition to your accommodation allowances. This is to compensate for any expenditure that arises as a result of being away from home, e.g. telephone calls home.

If, whilst on Goldsmiths SU business, you are required to take a meal away from home or your

normal place of work you may claim reimbursement providing receipts are provided. The following **maximum** allowances will apply.

Breakfast £5

Lunch £7

Dinner £10

All claims should be submitted, with receipts, on the expenses claim forms available and must be signed by your Line Manager.

Staff policy for travel to and from work

Staff finishing shifts in the evenings or early hours, such as bar staff and security personnel, are encouraged to use public transport to return home safely, unless they have made other suitable arrangements.

Goldsmiths SU is particularly committed to ensuring students working during late nights/ early mornings are able to return home safely after their shift. Anyone who feels they are unable to travel securely should speak with their line manager.

Taxis for travel from work

It's important to us that staff arrive safely at home after finishing a late shift. If your shift ends after midnight, you can request a taxi home. This will be arranged by the shift Supervisor if you feel that to travel home via public transport would be unsafe. In order to minimise cost, all taxis will be shared where possible.

You may claim for a taxi fare only in exceptional circumstances when travelling from your normal place of work to your home address between the hours of 6am and 12midnight. This will apply only:

- when it is not possible to travel safely or reasonably by public transport
- where personal security and safety of employees is an issue, (e.g. travelling home late at night or early in the morning)
- when you have had an unusually long working day (ie in excess of 12 hours)

If the above requirements have been met then you will need the prior approval of a budget holder and a taxi can only be booked for legitimate business reasons e.g. from work to your home address.

If Goldsmiths SU considers that any expenditure claimed for taxi fares was not legitimately incurred, further details may be requested from you. Where payment has been made to you prior to the discovery that the claim was not legitimate or correct, the value of the claim may be deducted from your salary. If claims are found to be fraudulent disciplinary action may follow.

Trade Union Membership

All employees have the right to belong to a Trade Union, to take part in its activities, and to seek and hold office. There is no collective agreement which directly affects your employment, but a list of trade unions can be found at <http://worksmart.org.uk/tools/union-finder>. The most relevant unions for our sector are likely to be GMB, Unison or Unite the Union. If you are part of a recognised trade union, deductions will be made from your salary.

Time off, holidays, leave & absence

Holiday Entitlement

The holiday year runs from 1 August to 31 July.

Entitlement depends on how long you have worked here

- 24 days in your first year
- 26 days for staff who have worked for more than 2 complete holiday years
- 29 days for staff who have worked 5 complete holiday years or more

For those grade 6 and above who do not access time off in lieu, their entitlement will start at 28 days in their first year, increasing with the same increments detailed above (two additional days after two complete holiday years and five additional days after five complete holiday years.)

Part time staff including those who do not work all year round will receive holiday entitlement pro rata to that for full time staff. Staff who work irregular shift patterns may have their holiday entitlement expressed in hours rather than days or provided with an additional supplement as part of their pay.

Depending on which service you work in there may be additional rules regarding when you should take holiday and you are advised to check this with your Line Manager. You should never book a holiday before checking with your Line Manager first that you can take leave on the dates required. Holiday request are submitted to your line manager and should be submitted at least 10 working days prior to your holiday. Where a number of staff all require holiday at the same time this will operate on a first come first served basis.

In addition to this the Union is closed for the 8 statutory public holidays.

If you have to work on these public holidays as requested by your manager, you will be entitled to at least time and a half.

For full time employees who start or leave part way through the year holiday entitlement for that year will be determined on a pro rata basis. A general rule to follow is to

For someone who works 2 ½ days a week and first day is 1 February...

Annual Leave entitlement = Days entitled to if you were here for the whole year (eg 24) / months in the year (12) x months left until end of leave year (eg 6, Feb-July) x your FTE (0.5) = 6 days

Staff who leave the employment of the Union who have not taken all their holiday entitlement will either be required to use up their leave before they leave the service of Goldsmiths SU or will receive any outstanding holiday pay as part of their final payment. In certain circumstances you may be required to take all your leave before you end your employment.

Similarly employees who have taken more than their entitlement on leaving will have that sum deducted from their final pay.

A maximum of 5 days may be carried forward from one year to the next by agreement with your line manager. These days must be taken in the first two months of the new holiday year otherwise you

will forfeit them.

Staff who are on sick leave will continue to accrue holiday entitlement for the duration of their sick leave regardless of whether this full pay, half pay or Statutory Sick Pay. At the end of holiday year, if the member of staff on sick leave has not requested to take a paid holiday whilst they are off sick or carry their leave over into the next holiday year, their holiday entitlement for that year will be lost.

Holidays for staff who are not full time are worked out on a pro rata basis. Individual cases will vary so please check with the People Team to determine your holiday entitlement. The pro rata entitlement takes into account all bank holidays and closed days.

It is expected that staff will take their annual leave at times which has the least impact on their role, the day to day work of their team or the organisation (ie annual leave during welcome week is unlikely to be agreed).

Other Leave Arrangements

Volunteering Leave

Subject to the successful completion of probation and depending on your contracted hours, you are entitled to two days of volunteering leave per year pro-rata on the basis that it is for a charity or community group that shares our values and objectives. These days will be paid in the normal way.

You should discuss with your line manager as part of the appraisal process possible volunteering opportunities for the forthcoming year, and give at least four weeks notice that you would like to pursue a particular opportunity.

You will need to discuss the opportunity and the organisation, and how this contributes to both your personal development and how the charity or community group shares our values and objectives.

Time off to deal with an emergency involving a dependant

Staff are entitled to time off to deal with emergencies involving dependants. Under this arrangement up to 5 working days in any 12 month period will be provided as paid leave.

Time off in excess of this may be granted as unpaid leave or taken from your annual leave entitlement. This entitlement will be pro rata for part time staff.

The types of things that are covered by this leave are

- The sudden illness of a dependant where immediate arrangements for their care need to be made.
- The need to spend time with a child or close relative who is seriously ill.
- The breakdown of normal care arrangements.
- The need to make longer term arrangements to cope with a care problem.

This type of leave is specifically for emergencies only and should not therefore exceed one or two days whilst you make alternative arrangements for longer term care.

You should speak to your Line Manager, as soon as possible with your request for leave. On the first day of leave you will be expected to follow the normal rules for notification by contacting your Line Manager.

Compassionate Leave

Up to five working days may be granted as paid leave to enable you to deal with distressing situations. In exceptional circumstances longer periods of leave may be granted as unpaid leave. The following examples indicate when this type of leave may apply.

- The death of a partner, a close relative or a person with whom you have a close continuing relationship.
- A domestic catastrophe such as a household fire.

The amount of leave granted will depend on:

- The level of responsibility for the funeral or for other tasks arising from the death of the partner or relative.
- The distance required to be travelled.
- The availability of other members of the family to contribute to relieving the effects of the domestic catastrophe.

On the first day of absence employees will be expected to follow the usual rules for the notification of any absence i.e. employees should telephone or speak to their Line Manager. The Chief Executive will determine the appropriate level of leave to be granted.

Unpaid Sabbatical Leave

If you have completed at least two years of service you may take an extended period of unpaid leave. Goldsmiths SU will keep your post open and your duties will be covered by a temporary member of staff. You can take between three and twelve months leave. You must give at least three months written notice of your intention to take the leave clearly indicating your intended start date and the duration of the leave. You should be aware that it will not always be possible to grant requests for this leave as there will be certain times when you will not be able to be away from your job.

Once on leave if you wish to return to work early you must give at least six week's notice in writing so that Goldsmiths SU can terminate the contract of the temporary with sufficient notice. It may be necessary to refuse early return if it would disrupt the running of the business. During unpaid sabbatical leave your continuity of employment will be maintained.

Authorisation is at the discretion of the Chief Executive.

Time out of study to work or complete an Industrial placement

We understand that some staff may wish to take some time out of Goldsmiths SU to work in industry or to study/work abroad but do not qualify for the above scheme. We recognise that time out can have great benefits in terms of broadening knowledge and experience and can have a positive effect on employee performance.

If you are considering returning to your previous position at Goldsmiths SU after some time away, you are asked to advise your Manager as soon as is practically possible. You can take between six and twelve months leave. Whilst we are unable to maintain your employment contract during this period, we aim to give priority to any returning members of staff in our recruitment. If returning to your previous role, individuals will not be required to undergo a recruitment process. You should make your request to return in writing to the Department Manager by the 1 March prior to the next academic year beginning.

Authorisation is at the discretion of the Chief Executive.

Returning to Goldsmiths SU will be dependent upon your previous satisfactory performance and suitable available vacancies within the Department at that time. You may be required to provide references to cover your break from employment at Goldsmiths SU.

Leave for Jury Service

Goldsmiths SU will grant time off work for an employee called for Jury Service. The notification document should be shown to the Line Manager who shall pass it to the Chief Executive.

Employees should claim from the court the maximum amount to which they are entitled in respect of loss of earnings. This form will be supplied by the courts and must be presented to HR **prior** to undertaking Jury service duties.

Goldsmiths SU will pay the difference between normal salary and the compensation for loss of earnings received from the court (i.e. excluding the sum payable as an incidental subsistence allowance) and thus staff should suffer no financial loss while on jury service.

Leave for Public Service

If you wish to undertake public duties (e.g. local government council duties) you should discuss this with the Chief Executive who is authorised to grant special leave for the purpose of carrying out such duties.

Medical/Dental Appointments

Staff should endeavour to arrange medical and dental appointments in their own time. If this is not possible then you should arrange them so they have minimal impact on the working day (ie at the start or end of the working day) and any time taken off should be made up.

Hospital Appointments

Paid time off is available for in and out patient hospital appointments. This must be pre-agreed with the line manager and should be arranged at a time to minimise disruption on the organisation. To claim such leave staff are required to produce an appointment card and if its not agreed, you will be notified before the appointment takes place.

Study Leave

Where members of staff are undertaking work related study half a day paid leave per exam may be granted at the discretion of the Chief Executive.

Family Friendly

Maternity Leave

All pregnant employees are entitled to a minimum of 26 weeks ordinary maternity leave regardless of length of service or hours worked.

All pregnant employees are also eligible for additional maternity leave of a further 26 weeks regardless of length of service.

The rate of pay you will receive does differ however, and is outlined in the next section.

If you are pregnant you need to inform Goldsmiths SU of your intention to take maternity leave by

the end of the 15th week before the expected week of childbirth. You also need to let us know when you expect the baby to be born and when you want your maternity leave to start.

Maternity leave can begin at any time from the 11th week before the expected week of childbirth. Your maternity leave will begin automatically, however, if you are absent from work for a pregnancy related illness during the four weeks before the start of the expected week of childbirth, regardless of when you have said you want your maternity leave to start.

Pay During Maternity Leave

Pregnant employees who have 26 weeks service by the 15th week before the estimated week of childbirth will be eligible for SMP. It is currently paid at 90% of earnings for the first 6 weeks, followed by 33 weeks at £139.58 (or 90% of earnings whichever is less per week).

If you do not have 26 weeks service by the 15th week before the estimated week of childbirth you will not qualify for SMP

If you do not qualify for SMP you can apply for Maternity allowance through the Department of Work and Pensions.

Goldsmiths SU Maternity Pay Scheme

If you have one year's service by the 15th week before the estimated week of childbirth and you return to work after your maternity leave for at least 3 months you are entitled to more generous pay under Goldsmiths SU's maternity pay scheme. The maternity pay you receive from Goldsmiths SU includes Statutory Maternity pay.

You have the option of receiving

- 10 weeks leave on full pay followed by 16 weeks leave on half pay followed by 15 weeks SMP and thereafter up to 13 weeks unpaid leave or
- 16 weeks leave on full pay, 23 weeks SMP and up to 13 weeks unpaid leave.

You must notify your Line Manager of your intention to take maternity leave at least 21 days before actually starting your leave. Notification must be accompanied by a form MAT B1 which will be given to you by your doctor or midwife.

Maternity leave cannot start earlier than the 11th week before the expected week of childbirth and you must take at least two weeks off following the birth in order to comply with health and safety legislation.

In addition to the pay you will continue to receive all benefits that are not pay related for the duration of your maternity leave. Therefore you will continue to accrue both statutory and any additional contractual holiday entitlement during both the 26-week ordinary maternity leave period and the 26-week additional maternity leave period.

You have a statutory right to return to work after maternity leave subject to certain provisions. We may write to you three weeks before the end of your maternity leave period asking for written confirmation that you still intend to return to work. You may lose the right to return unless you provide confirmation of such return within 14 days.

If you return before the end of your Maternity Leave you must inform Goldsmiths SU in writing 8 weeks before wishing to return to work of your intended date of return.

Employees are entitled to paid time off for antenatal care subject to the production of an

appointment card. This includes appointments at hospitals, with general practitioners and midwives and attending antenatal classes.

Keeping In Touch Days

Keeping in touch can help to make it easier for both Goldsmiths SU and employees when returning to work. If both the employee and Goldsmiths SU agree, employees can do up to 10 days work for Goldsmiths SU during maternity leave, known as "Keeping in Touch Days".

Goldsmiths SU and the employee must both agree that the employee will work these days, and agree the work to be done and arrangements for pay.

Once you have returned to work, upon request and following a risk assessment Goldsmiths SU will provide facilities for employees to rest and to store expressed milk.

Transferring your additional maternity leave to your partner

You have the option to transfer up to 26 weeks of your additional maternity leave to your partner.

Still Births or Miscarriages

If an employee miscarries her baby earlier than the 25th week of her pregnancy, she will not qualify for maternity leave, SMP or MA. Any period of sickness absence from work would be dealt with under the normal sick pay arrangements.

In the event of a stillbirth from the 25th week of pregnancy onwards, members of staff would be eligible for maternity leave, SMP or MA in the normal way.

Assisted Conception policy

Goldsmiths SU will grant up to five days' paid leave in any one calendar year for an employee to undergo fertility treatment. If the employee requires time off beyond the five days, the employee would be requested to take time off out of his/her annual holiday entitlement or unpaid leave. The amount of leave granted is at the discretion of the employee's manager. In order to qualify for paid assisted conception leave, the employee must have a minimum of 12 months' continuous service.

Time off for fertility treatment up to the permitted number of days will be paid at the employee's normal rate of basic pay.

Any employee who wishes to take advantage of this policy must;

- provide evidence from a qualified medical practitioner that fertility treatment has been approved
- At the request of his/her line manager, produce an appointment card for each occasion on which time off is requested
- Wherever possible arrange appointments at times that will cause the minimum amount of inconvenience to Goldsmiths SU and give as much notice as possible of what time off is required

Adoption Leave

Employees who are to become parents through adoption have the right to 26 weeks ordinary adoption leave and 26 weeks additional adoption leave. The leave can commence at any time 14 days before placement. For those earning above the lower earnings limit then 39 weeks statutory adoption pay is also payable.

Statutory Adoption Pay will be paid at 90% of normal earnings for the first six weeks.

For adoptive parents, the equivalent enhanced maternity leave with pay is available to those who comply with the qualifying service and return to work for 3 months following the leave.

Eligible employees will be able to opt into Shared Parental Leave

In the case of older children there may be provision to take the leave in blocks of not less than 4 weeks at any one time. If you are intending to adopt a child please speak to HR to discuss your leave entitlement in more detail.

If you are the main adopter you will be able to take paid time off for up to five adoption appointments. If you are the secondary adopter you are entitled to unpaid time off for two adoption appointments. If you are a surrogate parent you may be eligible for adoption leave. Please contact HR for further information.

Partner's Leave for New Parents

Ten weeks paid leave is granted to biological or adoptive fathers and recognised partners. This is subject to the new parent having worked continuously for Goldsmiths SU for 26 weeks ending with the 15th week before the baby is due. Additional leave may be granted on an unpaid basis at the discretion of the Chief Executive. Prospective parents are required to give three months notice of their anticipated absence to their Line Manager. Every effort will be made to accommodate requests but it must be acknowledged that some flexibility is expected.

Shared Parental Leave

Shared Parental Leave (SPL) is available to parents (including surrogate and adoptive) with babies due to be born or placed for adoption on or after 5 April 2015. (Please note this is different from Parental Leave (please see the separate section in this Handbook for further information).

SPL allows mothers to end maternity leave and share the untaken balance of leave and pay with their partner, or return to work early from maternity leave and opt into SPL at a later date. The mother must take 2 weeks compulsorily maternity leave after the birth. After this point, parents or partners can share the remaining 50 weeks of leave and 37 weeks (out of 39) of maternity pay. The mother and partner must take any SPL before the child's first birthday or the first anniversary of the adoption placement.

Parents adopting a child (or in the case of adoption from overseas having a child enter Great Britain) on or after 5 April 2015 will be able to curtail their adoption leave and take up shared parental leave.

The adopter's partner will be able to take up to two weeks ordinary paternity leave following adoption – but will lose this if shared parental leave is taken first.

If you should wish to take shared parental leave you will need to determine if you and your partner are eligible to do so. You will then need to provide appropriate documentation (as detailed below) including when maternity leave and parental leave will start and end. We will also need a signed declaration from your partner to confirm their employment status Please read the details below on how to do this. Further useful information can be found on the Government information website at <https://www.gov.uk/shared-parental-leave-and-pay>.

If you wish to take shared parental leave please speak with your line manager at the earliest opportunity to consider suitable leave arrangements. Please also book an appointment with HR to

determine your eligibility and provide relevant notification.

Eligibility requirements for shared parental leave (SPL)

Both you and your partner must meet the eligibility requirements set out below to qualify for shared parental leave.

You must share care of the child with either:

- Your husband, wife, civil partner or joint adopter
- The child's other parent
- Your partner (if they live with you and the child)

Either you or your partner must be eligible for maternity or adoption pay or leave (or maternity allowance).

You must also have been employed for at least 26 weeks by the end of the 15th week before the due date (or date you are matched with your adopted child), and remain employed at Goldsmiths SU while you take SPL.

Your partner will need to be employed or self-employed and have worked for at least 26 weeks in total during the last 66 weeks before the baby is due. They must also have earned at least £30 a week on average in 13 of those 66 weeks.

Eligibility requirements for shared parental pay (ShPP)

To claim shared parental pay, one of the following must apply to you:

- Qualify for statutory maternity pay or statutory adoption pay
- Qualify for statutory paternity pay and have a partner who qualifies for statutory maternity pay or maternity allowance or statutory adoption pay

Payment for shared parental pay is paid at a rate equivalent to that of maternity pay. This is either 90% of earnings for the first six weeks followed by 33 weeks at £138.18 per week or 90% of an employee's average weekly earnings, whichever is lower. Or 16 weeks leave on full pay, 23 weeks SMP and up to 13 weeks unpaid leave. If you take a period of maternity or adoption leave followed by one or more periods of SPL, in relation to the same child, the rates above will be the maximum entitlement you will be able to take.

The total amount of statutory shared parental pay available to eligible parents is 39 weeks.

Statutory maternity pay or allowance paid to the mother or statutory adoption pay for the primary adopter would be deducted from this. You will need to confirm to HR how you and your partner wish to divide your leave entitlement.

Starting shared parental leave

- To start SPL the mother or adopter of the child must do one of the following:
- End their maternity or adoption leave by returning to work
- Provide notice to us of the date you or your partner will end maternity leave (this is 'binding notice' and is a decision which cannot normally be changed)
- End maternity pay or maternity allowance

SPL can be started while your partner is still on maternity or adoption leave as long as they have given binding notice to end it.

It should be noted that fathers can take up to two weeks ordinary paternity leave following the birth of the child, which will be lost if shared parental leave is taken first.

Evidence requirements

In order for you to take shared parental leave you will need to submit the following documentation:

If you are the mother of the child, written confirmation of when you intend to end your maternity leave,

Written confirmation of when you think you may wish to take shared parental leave (this is initial and non-binding) including start and end dates of each period of leave you are requesting.

You must provide the People team with written notice of your entitlement to SPL and ShPP, including:

- your partner's name
- start and end dates for maternity or adoption leave and pay
- the total amount of SPL and ShPP available and how much you and your partner intend to take confirmation that you're sharing childcare responsibility with your partner

You must also include a signed declaration from your partner stating:

- their name, address and National Insurance number
- that they are eligible for SPL and ShPP (see above)
- that they agree to you taking SPL and ShPP

We may request a copy of the child's birth certificate and/ or the name and address of your partner's employer.

Providing false declaration of this information will be treated as a disciplinary issue.

Parents can divide between them 37 weeks of shared parental pay (ShPP). They can be on leave at the same time as each other and receive statutory ShPP at the same time. Both parents will need to notify their employers how much ShPP they are entitled to and how they will split it between them.

Blocks of leave

Please speak with your line manager at the earliest opportunity to agree when you will be taking shared parental leave. Leave must be taken in blocks of at least one week and all leave must be taken before the child's first birthday or the first anniversary of the adoption placement. You will need to provide us with 8 weeks' notice before beginning a block of leave.

Leave can be taken in up to three separate blocks or as a continuous block, however this must be decided with your line manager who will need to consider how to provide cover for your role.

Parental Leave

If you are the parent of a child aged under eighteen and you have one year's service you are entitled to a total of 18 weeks unpaid parental leave per child. This has to be taken before the child's 18th birthday. If you have adopted a child or you adopt a child in the future and you have one year's service you will receive an entitlement of 18 weeks. In this case you can either take the leave within five years or before the child's eighteenth birthday whichever is sooner.

You can take the leave in blocks of one week at a time and can take up to four weeks in any one year. You should write to your Line Manager to request leave and it will be granted if it is possible to

overcome any operational difficulties. If it is necessary your manager may ask you to postpone your leave or agree an alternative date. You may be asked to provide evidence of the child's age, e.g. a birth certificate to confirm that you are eligible for this leave.

During any period of leave holiday will not be accrued, staff may continue to make pension contributions and if they do so Goldsmiths SU will continue to maintain their contributions.

Religious Festivals

Time off for religious observance will be considered. Any leave will be deducted from your annual leave entitlement, but we may be able to accommodate the request through other ways such as

- flexi-time arrangements
- one-off/discretionary flexi time off to be made up at a later time
- unpaid leave

Whichever option is used we will be agreed between you and your line manager.

Sickness Absence

Goldsmiths SU will continue to pay you when you are off sick. The amount you receive depends on a number of things including your length of service, the hours you usually work and the length of time that you have been off sick. Goldsmiths SU sick pay includes anything you would otherwise receive from the government such as Statutory Sick Pay. This means that you will not receive any money on top of your normal salary or half your normal salary whichever is payable at the time.

Statutory Sick Pay is a sum currently equivalent to £88.45 per week which is a minimum payment which the Government guarantees you will receive if you are off work subject to you earning more than £111 per week.

Sick pay varies according to how long you have worked for Goldsmiths SU and is either full or half-pay as indicated in the following table.

Length of Service	Full Pay	Half Pay
After 3 months but less than 6 months	2 weeks	2 weeks
After 6 months but less than 1 year	9 weeks	9 weeks
After 1 year but less than 3 years	13 weeks	13 weeks
After 3 years but less than 5 years	20 weeks	20 weeks
After 5 years	26 weeks	26 weeks

If you go off sick any sick pay that you have already received in the previous 52 weeks will be deducted from your entitlement.

Example

An employee with two years' service goes off sick.

During the last year they have already received a total of 5 weeks sick pay.

They are now eligible for 7 weeks full pay and 13 weeks half pay, having already received 5 of their 13 weeks entitlement to full pay.

Term time only staff will receive sick pay if they fall ill during term time (i.e. whilst they are due to be working). Their entitlement will be based on the above chart but length of service will be made up of accumulated periods of work.

Example

A term time only member of staff who was employed on 01 October will have one year's service on 31 August the following year.

However, this employee has not actually worked for a full 12 months due to the long vacation periods at Christmas, Easter and in the Summer.

For the purposes of sick pay this employee will have 7 months service only based on the number of weeks actually worked which is approximately 31 weeks.

You must ensure that you do the following in order to get your sick pay. Please note that pay will be withheld if you fail to meet these obligations.

- Telephone your line manager to inform him/her of your absence as soon as possible before your shift is due to start and no later than half an hour after you would normally have start work. You should call in person unless you are unable to do so. If your Line Manager is not available you should leave a message with the Welcome Desk on 0207 717 2511. You should tell us the nature of your illness and how long you expect to be absent for. If you are unable to speak to the Welcome Desk you should leave an answerphone message and email your line manager
- If you have been unable to tell you Line Manager how long you will be off sick you should continue to call in each working day you are off, following the procedure above.
- Fill in the self certification form when it is sent to you at home or when you return to work. This will cover any absences up to and including 7 days including Saturdays and Sundays.
- Get a Statement of Fitness to work from your doctor for any absence over 7 days.
- This ensures correct accounting of the additional cost in arranging cover

A Self Certification form is a form which you fill in to declare that you were unwell. It asks for the dates of your absence and details of your illness. A Statement of Fitness to work is a note provided by your GP or by the hospital if you are an in-patient, to say that you are not fit to work for a specified period of time. It is essential that you provide one or both (if applicable) of these documents to make sure you get your sick pay.

In certain circumstances we may ask for a Statement of Fitness to work to cover all of your absence from the first day.

If you have been off work for a long time we may ask for you to provide a Fit to return to work certificate. This is a note obtained from the doctor to state that you are now fit to return. This is particularly important for staff involved in food handling.

You must be willing at any time whilst you are off sick to undertake a medical examination by an independent medical practitioner nominated by Goldsmiths SU. We may also ask for a report from your own GP subject to the requirements of the Access to Medical Reports Act. If you do not agree to such an enquiry we may still take action without the benefit of such reports.

If the independent medical practitioner states that you are fit to work then you will lose your entitlement to sick pay from the date on which the doctor deemed that you should return to work.

Exclusions

You may be excluded from the scheme if the sickness absence is caused as a result of your misconduct.

If your absence is as a result of an accident for which damages may be receivable from a third party you will receive sick pay in advance of receiving these damages but may later be required to refund the amount received to Goldsmiths SU.

Sickness During Annual Leave

If you fall sick during the course of your annual leave we will consider you to be on sick leave from the date of the Statement of Fitness to work is supplied. You will then be able to take the balance of annual leave at a later date.

If a public holiday or a day when the Union is officially closed falls whilst you are on paid sick leave then the sickness allowance will be suspended and replaced by holiday pay for the duration of the holiday. Such days will not count towards the period of allowance in the table given.

Management of Sickness Absence

Goldsmiths SU acknowledges that people all become ill occasionally and need to take time off work.

Sick pay is provided so that people feel that they can take time off when they are genuinely not well. Absenteeism can however sometimes become a problem. You should remember that you are part of a team of people and your absenteeism affects them. Your colleagues will have to cover for work that you are not able to do and this may ultimately affect the level of service that we are able to provide to our members.

Goldsmiths SU recognises the need to treat all cases of sickness absence on an individual basis. The Union has a responsibility to ensure that all its employees are fit to work and to not expose staff to any work or activities which may endanger their health. The aim of Goldsmiths SU's sickness management procedure is to assist employees in returning to work and achieving an acceptable level of performance in turn ensuring that it is able to provide an optimum service to its members.

When you return to work after a period of sickness you will have a meeting with your Line Manager or Supervisor who will fill in a return to work form. The purpose of this meeting will be to establish the nature of your illness and to ensure that you are fit enough to resume your normal duties. If you are not fully fit then your manager may be able to make some adjustments to your normal working patterns or practices so that you do not become ill again. This is most likely to be necessary if you have been off work for a long time. These meetings will be used following an absence of any duration, even if you are just off for part of a day.

If you are off work for a long time, usually a month or more, your Line Manager may arrange to visit you at home or in hospital to see how you are. If you are likely to be off for a long time this will give your manager the opportunity to clear up any questions you may have about your entitlement to sick pay and to discuss the likely length of your absence so that suitable arrangements can be made for your cover.

If you are off work for a long time either by way of a single absence or a large number of short term absences to the extent that you are unable to fully meet the requirements of your job it may be

necessary to investigate the effects of your absence. You will be invited to a meeting with Occupational Health services who will consider whether your absence is due to a single underlying cause, whether you are fit to return to work, or whether any adaptations should be made to your work patterns to enable you to return to work.

Short Term Absence

Short-term absence can become a problem when an employee takes lots of odd days or short periods of time off work. This is particularly a problem when at the outset these absences do not appear to be connected in any way to a single health problem. If your pattern of absence becomes unacceptable your Line Manager will point this out to you. Your Line Manager will give you the opportunity to discuss the problem of your absenteeism and if there is a single reason it is better if you let your Manager know about this. Your manager will take a sympathetic view if you have genuine problems but will be unable to do so if he/she does not know what they are. If such a cause is not found you may be asked to attend Occupational Health to see if there is an underlying cause.

If your absences are deemed to be unconnected it may be necessary to deal with the problem using the disciplinary procedure. At each stage you will be given guidance on what you should do to improve your absence record and a review date will be set. If there is no improvement the disciplinary action will continue to proceed, finally to dismissal if necessary in accordance with the agreed disciplinary procedure.

Long Term Sickness Absence

Long term sickness absence is defined as a single period of absence which extends over a long period of time or a series of short term absences which are connected to a single health condition. In this case you may be referred to Occupational Health Services for them to make an assessment of your condition.

Action that is taken with regard to long term sickness absence will take into account the likelihood that an individual will return to work within a reasonable period of time and the needs of the business.

Every attempt will be made where necessary to support the return of an individual to work either by offering alternative duties where available or by offering a phased return where an individual slowly works back up to their normal hours of attendance over a period of time.

The following issues will be fully discussed before a final decision is made.

- the prospect of a return to work in the foreseeable future
- the implication of the continued absence on the work of the department
- the possibility of ill health retirement under the pension scheme
- the possibility of alternative employment
- any medical opinions obtained from Occupational Health

Only when all other options have been exhausted will Goldsmiths SU terminate someone's employment on the grounds of incapability due to ill health. In many cases where the member of staff is a member of the Pension scheme it may be possible for that person to apply for ill health retirement under the scheme which will secure a level of income for the future. Any decision to dismiss will be taken in line with the levels of authority for disciplinary action. If the employee is fit to attend this meeting they will be able to do so otherwise a decision will be made in their absence. The employee will be entitled to be accompanied by a Trade Union representative or a workplace colleague. As with any other form of dismissal there will be a right to appeal under the usual

disciplinary procedure.

Hours of Work

Hours of Work

An individual's hours of work are as specified in the letter of appointment. The standard full time working week is 37.5 hours across five days, which will include a compulsory unpaid break of half hour each day. When it details a 35 hour week, this does not include compulsory unpaid breaks.

Given the nature of the services that are run at Goldsmiths SU traditional office based hours will not be appropriate for all staff.

Flexible Working / Flexi-Time

Flexi-time allows staff to have an element of flexibility over their working hours. It involves flexible start and finish times around 'core working hours' (when attendance is required) and within the limitations of the 'bandwidth' (the earliest and latest times between which hours can be worked) allowing you more choice, subject to the operational requirements, over working hours.

All employees of Goldsmiths SU have the right to request flexible working providing they have passed their probationary period at the point of making the request.

Some departments at Goldsmiths SU already offer flexible working hours without the need to request a permanent change to your working pattern. You should check with your manager to see if this is something which can be accommodated within your department. Variations to your standard working pattern must be agreed with your manager in advance.

If you wish to formally request a change to your working hours this should be submitted in writing to your line manager. In your application you should explain the reasons for your request and provide as much information as possible about your current and preferred working patterns.

You should also indicate when you would like the changes to take effect, and note whether a previous application has been made and the date of this. You will also need to identify the effects a change of working pattern may have on your employment.

Once a request has been made, your manager will consider it in line with the needs of the organisation and may request to meet with you to discuss it. Should your request be refused the reason for this will be discussed with you. You will be allowed to appeal the decision if there is either new information which was not available at the time the original decision was made, or if you believe the request was not handled reasonably in line with the flexible working policy. A colleague or trade union representative may accompany you to these meetings should you wish them to.

A successful application may result in a permanent change to your terms and conditions with no right to revert back to your original terms in the future and will be reflected in your contract of employment.

Core Hours

There will be specific meetings you must attend and you will be given due notice of these.

Unless you have a pre-agreed flexible working arrangement, for those staff that ordinarily work in an office, core hours are those that you must be in the office. The following applies

10am-12noon Core Hours

2pm-4pm Core Hours

It is expected you start work at 10am and are always available during those times for meetings and other appointments.

Staff are expected to have an unpaid lunch break, of at least 30 minutes but up to two hours, between 12noon and 2pm, but you may be expected to have meetings or attend an activity between 12noon and 2pm. Your line manager will seek to limit these as much as practically possible.

Time Off in Lieu

It is expected that members of staff will be able to fulfil all their duties within their normal working hours. If by exception staff employed on a full time hours basis are requested to work extra hours then these will be granted as time off in lieu. Staff should normally attempt to take such time off in the same week. If, however, this is not practical then you may carry the hours forward as time off in lieu.

You must keep a record of all time off in lieu that you accrue and as with holiday leave requests, requests for time off in lieu must be authorised by your Line Manager before being taken.

Any time off in lieu earned must be taken off at the earliest opportunity and may only be carried from one month to the next with the agreement of your Line Manager.

Any lieu days not used up during one holiday year may not be carried over into the following year, save extenuating circumstances and this is with the agreement of the Chief Executive.

Specific roles do not receive any time off in lieu, except in exceptional circumstances, where the Chief Executive may agree that equivalent time in lieu may be taken. However, they are entitled to time off in lieu for working weekends, bank holidays and Union closed days.

Staff who are employed on an annualised hours basis do not receive any time off in lieu.

Home working

We recognise that there may be times when staff will be more productive if they work from home away from distractions and eliminating commuting time. Working from home allows people greater flexibility and control over their lives.

Goldsmiths SU will permit certain employees to work from home on an occasional basis. Clearly some employees must be at work in order to fulfil their function, for example, staff working behind bars, in receptions or behind tills in the shop and such employees will not normally be able to work from home.

If you wish to work from home then please discuss this with your line manager. Your manager will agree specific targets that must be achieved during the day at home. Completed work should then be shown to your manager at the next opportunity.

You will be required to conduct a risk assessment of your home working environment before working from home.

Annualised Hours

Some staff will be employed on annualised hours contracts. This means that they are contracted to work a certain number of hours each year but that the actual hours of work may vary from week to week according to the time of year. The most common arrangement will be for staff on annualised hours contracts to work more hours during term time and fewer hours during the vacation periods. For this reason, staff who are employed on an annualised hours basis do not get time off in lieu.

Temporary or Fixed Term Contracts

Goldsmiths SU seeks to employ the majority of its staff on permanent contracts. This will be the default position for a new role. There will however be times when an additional level of flexibility is required (cover for maternity leave for example) and in this case fixed term or temporary contracts will be used. Any employee on fixed-term contracts for 4 or more years will automatically become a permanent employee, unless the Trustee Board can demonstrate a good business reason for not doing so.

Working Time Regulations

In accordance with Government legislation there is a maximum restriction on working hours of 48 hours per week. It is not expected that staff will be required to work in excess of this limit, however if you do find that you are working hours in excess of 48 per week please bring this to the attention of your Line Manager.

Other Employment

It is possible that if you work for another employer you may exceed the 48 hour working limit. It is our responsibility to ensure that this does not happen and we therefore request that you let us know if you currently work elsewhere or if you are planning to do so.

Closure Days

The building will be closed for particular periods of the year. This will vary each year, but is usually the period between Christmas and New Year, and additional days around Easter. Access to the building will be limited and if you are required to work on these days you will receive enhanced pay.

Leaving Employment of Goldsmiths SU

Retirement policy

Goldsmiths SU does not operate a compulsory retirement age for its employees. Goldsmiths SU is committed to equal opportunities for all its employees and as such recognises the contributions of a diverse workforce, including the skills and experience of older employees. It believes that employees should, wherever possible, be permitted to continue working for as long as they wish to do so.

Goldsmiths SU operates a flexible retirement policy and employees may voluntarily retire at a time of their choosing.

Goldsmiths SU engages in regular discussions with all their employees where the topic of retirement can be brought up, including one to one meetings, appraisals and performance meetings. Employees are also encouraged to bring up the subject of retirement with their manager at any time they wish.

The procedure to be followed if and when an employee chooses to retire is as follows:

If you have reached an age where you have decided that you wish to retire, you should inform your line manager as far in advance as possible. This helps to allow for succession planning and must be in accordance with your notice period as set out in your contract of employment.

Your manager will arrange a meeting with you to discuss arrangements for retirement, including your intended retirement date, succession and handover plans, pension details and if applicable a phased retirement.

You will be required to confirm your intended retirement date in writing. Goldsmiths SU will then write to you to acknowledge your notice to retire. Once confirmation in writing has been received Goldsmiths SU may refuse to accept any withdrawal of notice.

Any discussion about possible retirement will not result in the manager making any assumptions about your commitment to Goldsmiths SU. These discussions are an informal opportunity for both you and the organisation to plan jointly for the future.

Termination of Employment

If you wish to terminate your employment you must give the notice as indicated in your letter of appointment. For most roles this will be at least one month.

Redundancy

Goldsmiths SU acknowledges that as a business it may be subject to rapid change and in such instances will need to respond in a flexible manner. Goldsmiths SU will however take all reasonable steps to avoid the necessity of redundancies, in particular by utilising wherever possible, alternatives to compulsory redundancy. These include redeployment, voluntary redundancy and reducing staff numbers due to natural turnover.

Where compulsory redundancy is the only alternative a number of selection criteria will be employed to ensure fairness and consistency of approach. These include

- Length of service
- Attendance records
- Timekeeping
- Disciplinary records

- Skills, competencies and qualifications
- Performance records

An employee under notice of redundancy will be entitled to reasonable time off to look for work. All redundancy payments will follow guidance provided by ACAS.

An employee may appeal if they believe they have been unfairly selected for redundancy.

Managing Issues

Appraisals and Performance

Given the nature of our organisation and the varied roles employed, the following principles should be followed

- Each member of staff receives an induction to the organisation and the role
 - As part of the induction process, objectives will be set and subsequently progress against them will be discussed and reviewed
- Each member of staff has regular face to face contact with their line manager
- Each member of staff receives a regular appraisal, including feedback on performance and a discussion about progress against objectives.
 - This appraisal may take place termly, half-yearly or annually
 - This appraisal process will clarify how objectives will be measured and what the successful completion of objectives will lead to
- Each member of staff has opportunity to discuss their learning and development needs, and can formally request training
 - Specific roles will be required to undertake and complete training as directed by a line manager. Examples include safeguarding and equalities training

Whistleblowing

Goldsmiths SU is committed to conducting its affairs in accordance with the highest possible standards of integrity. Goldsmiths SU is committed to ensuring that it has procedures in place to help to expose any malpractice, misconduct, corruption or other impropriety.

Often a member of staff will be the first to discover such action. If you discover something of this nature although you may be reluctant to 'blow the whistle' on such suspicions you should do so without fear of victimisation or repercussions. This will be the case even if the suspicion is found to be without grounds, providing it is not malicious. The law provides protection from unfair dismissal for whistle blowers.

So that you are clear what type of actions fall within this category, whistle blowing is the disclosure of confidential information which relates to some danger, fraud or other illegal or unethical conduct connected with the workplace.

This may include

- Criminal activity
- Financial malpractice or fraud
- Failure to comply with legal obligations
- Danger to health or safety
- Professional malpractice
- Abuse or misuse of Goldsmiths SU property
- Attempts to conceal any of the above.

Any disclosures will be dealt with fully, fairly, quickly and confidentially. Goldsmiths SU will endeavour to keep the identity of the 'whistle blower' secret wherever possible.

If you wish to blow the whistle on something you should contact the Chief Executive or, if the issue

concerns the Chief Executive, the President. You will be asked to put your concerns in writing. The relevant party will investigate the disclosure and take the appropriate action. You will receive a copy of the report on completion of any investigation.

Grievance Procedure

The following procedure relates to personal grievances relating to employment. It is expected that if a number of staff in a single department have a common grievance or if a grievance affects staff in a number of departments it will be raised by an internal trade union official with the Chief Executive who will attempt jointly to resolve it. Such a meeting does not form part of the formal grievance procedure.

Consideration will be given to the possibility of redeployment as a means of resolving a grievance where such action is appropriate and feasible.

The aim of the procedure is that grievances should be resolved promptly and fairly and if possible informally and that they should so far as is feasible be settled or redressed within the relevant department.

An employee may be accompanied by a trade union representative or a colleague at any stage in the grievance procedure.

The member of staff with a grievance should raise the matter in the first instance with their immediate supervisor. The supervisor will then conduct such enquiries or interviews as they judge necessary in an attempt to settle or redress the grievance.

If the grievance is not resolved within 5 working days or if the grievance is against the immediate supervisor the member of staff can approach their Line Manager. This person will then take appropriate action to settle or redress the grievance.

If the grievance is not resolved within 5 working days the member of staff may approach a Senior Manager. The Senior Manager will then take appropriate action to settle or redress the grievance.

If the grievance is not resolved within 5 working days the member of staff may approach the Chief Executive. The Chief Executive will then take appropriate action to settle or redress the grievance. The decision or outcome reached by the Chief Executive will be final.

Disciplinary Procedure

Within any organisation it is important to have clearly defined standards that apply across the organisation which ensure that all employees are treated fairly and consistently. Goldsmiths SU will ensure that all managers required to carry out these disciplinary procedures will be conversant with the rules and will know how to apply them. In order to ensure the fair and consistent treatment of all employees each individual manager will be trained in the use of disciplinary procedures and will receive expert advice and guidance on a case by case basis. Although disciplinary procedures are often seen as a way of imposing sanctions they are more usually applied to encourage employees to improve their performance and if you are subject to disciplinary action you should consider what you can do to improve your performance so that you meet the standards required by Goldsmiths SU.

The following table outlines the levels of authority for disciplinary action in Goldsmiths SU.

Level	Heard by	Appeal To
1 st Written Warning	Supervisor or Manager	Manager

2 nd Written Warning	Manager	Senior Manager
Final Written Warning	Senior Manager	Chief Executive
Dismissal	Chief Executive	Trustee Board

Disciplinary meetings will take the following form:

Whenever disciplinary action is under consideration the member of staff will be informed in writing of the alleged complaint against them and where applicable will be provided with a copy of any witness statement. They will be informed that a meeting is to take place under the Disciplinary Procedure and that a possible outcome of the meeting after due consideration of all the facts and circumstances is that disciplinary action may be taken. The member of staff will be informed of his/her right to have a trade union representative or a colleague present at the meeting. Unless mutually agreed otherwise there should be at least five working days notice given of the meeting except in the most serious cases where the facts are already established.

At the meeting the member of staff will be advised of the complaint against them, which where applicable may include statements made by witnesses.

The member of staff or their representative will be given the opportunity to question any witnesses.

The member of staff or their representative will be given the opportunity to state their case and call any witnesses.

Those hearing the case will have the right to question any staff side witnesses.

Once the member of staff or their representative has completed their case the meeting will recess whilst the person hearing the case considers all the facts and circumstances.

The meeting will reconvene and the decision on the outcome given. Where disciplinary action is taken the member of staff will be advised of the decision, any improvement expected and the timescales for that improvement in writing. They will also be advised of the procedure for appealing and any consequences they may be liable to in the absence of any required improvement which will also be confirmed in writing.

Disciplinary actions will remain in force for the following timescales:

- First written warning 6 months
- Second written warning 12 months
- Final written warning 2 years but where exceptionally serious the warning may remain in force for the period of employment.

On expiry of the timescales the warning letters will be removed from the files as time expired and returned to the individual.

If a member of staff fails to appear at a disciplinary meeting without any acceptable explanation being received the case will be heard in their absence based on the information available at that time. Staff will be advised of this in the invite letter. Staff will be informed of the outcome in writing, which will be sent by recorded delivery to their home address or delivered at work if convenient.

Where an allegation of a serious offence has been made against an employee it may be appropriate to suspend the member of staff on duty on full pay until the investigation is complete.

The following non-exhaustive list outlines examples of behaviour or conduct which may lead to

disciplinary action.

- Misuse or unauthorised use of computing and other equipment.
- Failure to comply with safety regulations and safe working practices
- Breaches of confidentiality and security
- Harassment or workplace bullying
- Wilful refusal to carry out reasonable instructions
- Breach of Goldsmiths SU policies.

If a member of staff is found to have committed gross misconduct then they will be liable for summary dismissal. That is dismissal without notice or pay in lieu of notice. Summary dismissal does not necessarily imply instant dismissal, as it is still necessary for incidents of gross misconduct to be fully investigated which may take some time.

Summary dismissal means that you are dismissed without being given your normal period of notice. In reality however you will not simply be dismissed straight away if you are accused of gross misconduct as it will still be necessary to go through the disciplinary procedure by carrying out an investigation and holding hearings. If after this however you are found to be guilty of gross misconduct you will be dismissed straight away. Any appeal hearing will be held in what would otherwise have been your notice period.

The following are examples (the list is not exhaustive) of misconduct which may constitute gross misconduct.

- Theft of Goldsmiths SU property or the property of fellow employees, visitors or students.
- Fraud including falsification of claims for earnings and expenses
- Malicious damage to Goldsmiths SU property
- Fighting or physical assault
- Serious or persistent sexual or racial harassment
- A serious omission or act of negligence in the performance of duties
- Pursuing employment elsewhere including self-employment whilst on paid or unpaid sick leave
- Non-accidental importation of pornography including downloading via computers.
- Bringing Goldsmiths SU into serious disrepute
- Serious infringement of health and safety regulations

Appeals

All appeals must be made in writing to the appropriate manager within 10 working days of receipt of the warning concerned.

The member of staff will be given 5 days notice of the time and place of the appeal hearing.

If the time or date is inconvenient then a further date will be agreed for up to 5 days later.

The appeal hearing will be held by the appropriate member of staff according to the table.

The chairperson will invite the person who is appealing against the decision, to state the grounds of the appeal. This may include the calling of witnesses.

Appeals hearings have the authority to substitute different disciplinary action, uphold or fail an appeal.

Procedure for Managing Capability

The purpose of this procedure is to contribute to the maintenance of satisfactory standards of performance within Goldsmiths SU and it is recognised that those with responsibility for the work performance of others have a duty to ensure that appropriate standards are established and communicated, that performance is monitored and that where necessary appropriate assistance is given to achieve these standards.

Where a manager judges an employee's performance to fall short of that which is acceptable for the position held action should be taken to assist the employee to reach an acceptable level of performance as a priority.

It is necessary to ensure that the employee concerned is clear about what is required in order to perform at a satisfactory level.

It is important to establish the reasons for the problem Indicate that the level of performance is below a satisfactory level

- Clarify the minimum acceptable standards of performance.
- Identify any possible training needs and explore all means of addressing such needs.
- Give a clear indication of the improvement required and within what timescale
- Review the progress towards these standards.

If improvement does not result it may be necessary to resort to the formal disciplinary procedure.

This follows the same route as for other disciplinary action but that it is expected in such cases that the problem would be cumulative starting with first written warning and so on.

At each stage the standards expected must be clearly defined and training and assistance offered to the employee to reach the standards.