



Cambridge University Graduate Union

Employee Handbook

July 2017

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WELCOME

It is a pleasure to welcome you to the Graduate Union, and to introduce you to the organisation that has been at the heart of the graduate community at the University of Cambridge for sixty five years.

Much like the graduate student body at the University, the Graduate Union is diverse and constantly evolving. As a representative organisation, we seek to mirror the interests of our members in order to meet their needs, and this is strongly reflected in the values we hold and the work we undertake.

As a University-wide students' union with a membership of over 10,000, the scope of the GU's activities and its potential to impact upon the landscape at Cambridge is vast. With a small team of personnel, the aim of enhancing the experience for graduate students across the University is challenging, but the organisation's ambition to make positive change within the University creates a dynamic and exciting environment in which to work. The small, cohesive team the GU employs is one of the real positives of working for the organisation. Working alongside similarly motivated and dedicated individuals who continually push towards achieving the charity's objects and making a positive difference within Cambridge can be a real source of motivation.

Especially when taking into account the demanding scope of the organisation's activities, the GU values the contributions of its employees and will always seek to support you in your work. This handbook outlines the expectations that you can have of the GU as an employer, the expectations the GU has of its employees, and information about how the organisation operates on a day to day basis in pursuit of its objectives. This handbook, in conjunction with your contract of employment, should provide the key information you need as you enter employment at the GU.

This handbook, which is applicable to all employees of the GU (whether appointed staff members or elected sabbatical officers), was adopted by the Board of Trustees on 11 July 2017. The provisions within it will be amended as appropriate to meet the demands of future legislation, and in any event, will be reviewed every two years.

Should you have any questions about working for the organisation, please do not hesitate to ask. We wish you the best in your role at the GU, and hope you find the experience you will gain here enjoyable and rewarding.

The Board of Trustees

Graduate Union

THE GRADUATE UNION

The Graduate Union (GU) is a specialist students' union for graduate, postgraduate and mature undergraduate students at the University of Cambridge. It is the primary representative body of these groups of students, while also providing a range of practical services to members including support via the Students' Unions' Advice Service (SUAS), which is run jointly with Cambridge University Students' Union (CUSU), a key collaborator. Almost all of the GU's members are also members of CUSU, and are in a privileged position by having an additional University-wide union to advocate for their interests; we believe that Cambridge is one of only three institutions in the UK to benefit from such an arrangement.

The GU, as a students' union, is a registered charity (no. 1147864), and its charitable objects are set out in its governing document (constitution and schedules). The GU's charitable objects are the advancement of education of graduate students at the University of Cambridge by:

- Promoting the interests and welfare of graduate students and other members of the union, and providing support and advice to them
- Being a recognised representative channel between graduate students and the University and bodies external to the University
- Providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of graduate students

The pursuit of the GU's objects is at the core of the organisation, and underpins the work carried out by all individuals within the charity. The GU constitution contains further details of these areas, including full information on the GU's membership.

The GU is modest in terms of budget and numbers of personnel, but being a University-wide union, its reach and ability to influence its surroundings is great. The GU President, for instance, sits on both the University Council (the Board of Trustees of the University, charged with overseeing financial and strategic matters), and the General Board of the Faculties (the chief body that oversees all academic policy at the University), where student views can be fed directly into the University's top-level decision making. The GU's role in continuing to ensure that graduate students are at the heart of the University's decision-making is vital as graduate student numbers continue to grow.

HISTORY

The Graduate Union is proud to be at the historic centre of graduate and postgraduate study at the University of Cambridge.

The GU began its life as the Junior Graduate Society, which was founded in 1955 by Mrs Greta Burkill, the wife of the then Master of Peterhouse. It was formed in response to what Mrs Burkill

regarded as the unfair treatment of graduate students who were not adequately provided for by the colleges, which struggled to keep up with the post-war boom in research student numbers. In 1962 the University officially recognised the Graduate Society (as it had become), and GradSoc was given premises at 9 West Road, which became a social hub for graduate students and their families. The organisation then moved to Fitzwilliam House on Trumpington Street, where it continued to serve meals to its members daily, rapidly becoming the centre of the graduate social community.

By 1981, with the students themselves now fully running the society, GradSoc had become Cambridge University Graduate Union and continued to act as the primary representative of graduate students to the University. The first full-time, paid sabbatical officer was introduced in 1991, and since then the GU's make-up and offering has adapted in order to meet the evolving needs of the graduate community. Nowadays, the GU's focus is on representing and advocating for the interests of its members, providing support to its members (which it achieves primarily through the Students' Unions Advice Service), while it also provides a range of practical services (including printing, hard and soft binding, and gowns) and organises events throughout the year.

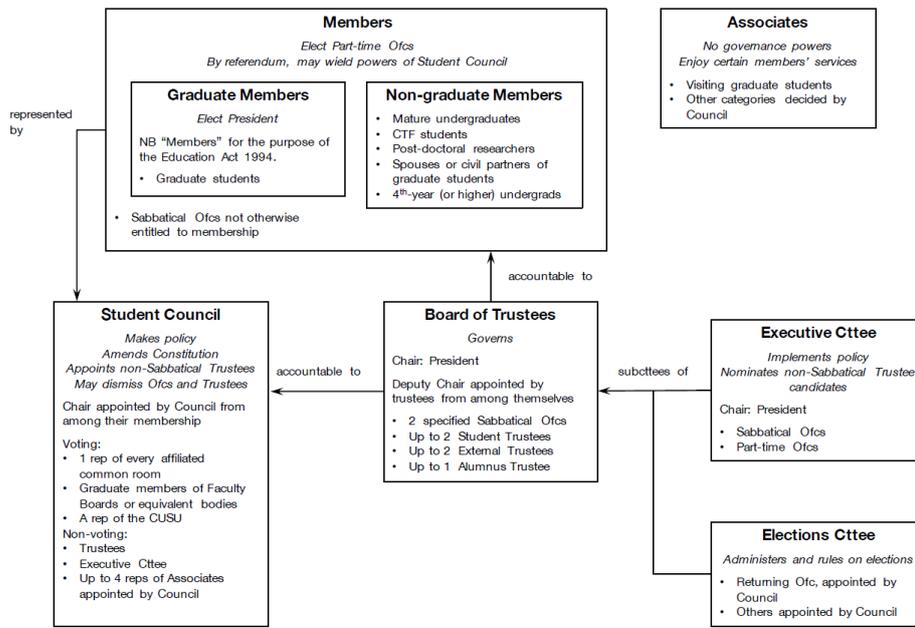
STRUCTURE

As a charity, overall responsibility for the GU rests with its Board of Trustees. Loosely speaking, the Board is charged with ensuring the GU effectively pursues its charitable objects while remaining legally compliant, financially responsible, and accountable. As a students' union, the GU is democratically structured, and students are involved at all levels of decision-making; for instance, two roles on the Board are reserved for student trustees, with another two roles reserved for sabbatical officer trustees. Most decisions, including those regarding the GU's political activities (such as stance on particular issues affecting students), are set by representatives from the MCRs and faculties at GU Council, which is also the primary way in which the GU is held accountable by its members. All affiliated MCRs have one vote on Council, as do all faculties (through a faculty representative), and a vote is held by the CUSU President. The Council meets approximately 4-8 times a year, and is the primary way in which MCRs and students can influence their union.

While the Board of Trustees has ultimate responsibility for the GU's activities, most day-to-day operations are delegated to other personnel and committees. The GU has two full-time sabbatical officers (the President and Vice-President), and shares a third (Welfare & Rights Officer) evenly with CUSU. In addition to the full-time officers, the GU employs a Manager to lead the operational aspects of the organisation's work, and accesses other technical staff support (namely financial processing and IT services) on a part-time basis from personnel employed by the University. The Board of Trustees is chaired by the President, and the Manager acts as Secretary, so clear integration exists between Board level decision-making and day-to-day activity.

The GU also has a team of part-time officers, which, along with the sabbatical officers, form the Executive Committee; a sub-committee of the Board of Trustees. The part-time officers each have a portfolio relating to one focus within the graduate community (e.g. International Officer, Mature Undergraduates' Officer, Families Officer), and lead the GU's student-facing work (particularly through events and campaigns) in these areas.

The elected officers (in particular, the sabbatical officers) are the political leaders of the GU, setting its policy direction and acting as the principle link between graduate students, their union and the University. They are elected by the graduate student body to lead the GU on their behalf, and are therefore the key visionaries behind student representation and its consequent impact upon the University.



The role of appointed staff, broadly speaking, is to support the officers in delivering their goals. This work may take a number of forms depending on the current needs of the organisation, and the staffing positions recruited. However, the aim is always to facilitate the student representatives in their work to deliver the best outcomes for the graduate community. For instance, the Manager role, introduced in 2015, is responsible for overseeing the operational side of the GU's activities, including servicing the Board of Trustees and providing governance support and financial oversight, management of services, and carrying out other administration as directed by the Board. Similarly, the role needs to be flexible in order to assist the elected officers with their student-facing work on a project basis, whether that is staffing or helping plan student events, or assisting in the organisation of GU elections. Prior to the introduction of this role, the President was responsible for all aspects of the GU's work; a significant task!

Unelected staff members should look to balance their responsibility to provide professional advice and support to officers, making suggestions based upon experience and skill whenever appropriate, with supporting elected officers in their implementation of the political solutions they have been mandated to pursue. Staff members should not unduly influence the political work of the GU's officers, but should consider it their role to engage with and constructively challenge ideas and projects with the aim of enhancing the output delivered by the organisation. Staff should be willing to explore ideas with officers and discuss risks and options as part of the process through which

officers pursue their plans, and devise collaborative solutions that enable the officers to achieve their goals.

As the GU is a student-led organization, unelected staff (notably the Manager) are line managed by an elected officer (currently the President) on behalf of the Board. The mechanisms by which sabbatical offers are held to account are slightly different. As representatives of the graduate student body, they are formally held to account by the GU Council, which has the power to remove an officer from their office if it believes there is good cause. A member of the GU's Board of Trustees also acts as the line manager of the President, from an employment perspective. However, staff and officers are largely expected to adhere to the same code of conduct by following the GU's internal policy, and unless otherwise stated, provisions within this handbook are applicable to all employees alike.

EQUAL OPPORTUNITIES

The GU is committed to advancing equal opportunities, and in the pursuit of this, makes the following commitments.

The Graduate Union, as the representative body of a diverse student community, is committed to upholding equality of opportunity. The GU believes that the representation and support it is able to provide for its members is only possible if it remains reflective of its membership, and will therefore seek to encourage the involvement of all underrepresented groups, promoting an inclusive culture that values diversity. The GU will meet all statutory obligations under relevant legislation and, where appropriate, anticipate future legal requirements.

The organisation is committed to maintaining non-discriminatory procedures and practices in relation to all of its activities, particularly those regarding recruitment and management of personnel, whether in the form of sabbatical officers, employees or volunteers. For the recruitment of (unelected) staff, offers of employment will be based only on merit and by the application criteria relevant to the duties of the post and organisation, and the organisation will carry out equal opportunities monitoring within all recruitment processes. In relation to elected posts (full-time or part-time), the GU will strive to encourage candidacies from across the student body and will seek to ensure that accessibility and inclusivity are prioritised within the development of promotional material. GU personnel involved in the promotion of GU roles will be approachable, open, and proactive in facilitating opportunities for students from underrepresented groups.

Subject to statutory provisions, no member, volunteer, employee, applicant or other stakeholder will be treated less favourably when compared with another due to their possessing protected characteristics. Protected groups are defined in the Equality Act 2010 as Sex, Gender Reassignment, Marriage or Civil Partnership, Pregnancy or Maternity, Race (including Ethnic or National Origin, Nationality or Colour), Disability, Sexual Orientation, Age, or Religion or Belief. The GU respects all religious and beliefs, as well as the lack of religion or belief, and the right of all members of its community to discuss and debate these issues freely and without fear of discrimination.

If any employee or member of the GU considers that they are suffering from unlawful discrimination, harassment, or victimization in the workplace due to their belonging to any of the above protected groups, they may make a complaint under the GU's procedures for grievances and complaints, as appropriate.

In the pursuit of the GU's commitment to equality of opportunity and fighting discrimination, the organisation will:

- Proactively work towards the elimination of discrimination and harassment
- Develop recruitment and election processes that are inclusive
- Monitor the demographic make-up of GU staff and officers in order to identify and address issues of underrepresentation
- Promote an inclusive culture within the staff and officer team, and broader membership
- Act quickly and reasonably in response to any complaints regarding discrimination or harassment
- Publish this policy and include it within induction material for all new staff, officers and volunteers.

STATEMENT ON RECRUITMENT

Given the structure and size of the GU, recruitment of unelected staff is likely to be infrequent. Therefore, owing to the time passing between rounds of recruitment, the Board will need to consider and develop an appropriate process taking account of organisational need and relevant regulatory frameworks at the time that recruitment is required.

It is likely that recruitment will be lead by either the President or Manager, but the Board has ultimate responsibility for any staff role which the GU is seeking to fill. Irrespective of circumstance, the Board makes the following commitments in relation to its recruitment processes.

The GU is committed to upholding equality of opportunity and removing bias from its recruitment procedures. Any recruitment procedure for (unelected) GU positions will seek to recruit staff based on merit, taking into account skills and experience, and will follow a fair and transparent process. Any GU employee who is participating in the recruitment process (for example, as a member of the interview panel) must be aware of and must deliver on these commitments.

In advertising a GU post, the organization will ensure it includes an explicit statement on equality and diversity. Whoever is leading the process must also consider the language used in the job advertisement, and the medium of advertisement, to ensure that a diverse pool of potential applicants is reached and to ensure the application process is accessible. To this end, alternative formats must be made available where required. Alongside the advertisement and other recruitment information, the GU will request that candidates complete an equal opportunities form. This will be stored separately to the rest of the application, and only used for internal monitoring purposes.

Applications for GU positions will be considered based on ability, by being assessed against the criteria set out in the person specification. Shortlisted candidates will be invited to interview and will be provided with the information necessary to prepare. The GU will consider the accessibility of its interviews, and must provide reasonable adjustments where necessary. Similarly, whoever is leading the process should consider a range of methods of assessment for the interview, including asking candidates to carry out a task alongside a traditional panel interview. The interview and shortlisting panels must also be compiled bearing in mind the organisation's commitment to diversity.

Successful employment at the GU is conditional upon the organization receiving acceptable references, proof of right to work in the UK, and where appropriate, a satisfactory DBS (Disclosure and Barring Service) check. As the GU works with vulnerable persons, and permanent staff members are likely to play an important role in the organisation's safeguarding procedures, the GU reserves the right to carry out a DBS check on successful applicants as long as this is relevant and proportionate to the nature of the role.

Feedback should be made available to unsuccessful interview candidates where possible. Any applicant wishing to make a complaint about the recruitment and selection procedure should first contact whoever is leading the process. If the complaint cannot be resolved informally, the complainant must be advised of the GU's formal complaints procedure (as set out in Schedule G, included here as appendix i) and should use this channel if they wish to take the matter further.

THE WORKING ENVIRONMENT

INDUCTION

All new employees will receive a full induction upon taking up employment at the Graduate Union. The exact nature of the induction material will vary by role, but will always include key information about the GU as an organisation and its day to day activities, as well as receiving a copy of the staff handbook and other relevant internal policy. You will be introduced to your colleagues and be given a tour of the building. The GU prides itself on being a welcoming and inclusive employer, and should you have any questions at all for your colleagues, please do not be afraid to ask.

You will be asked to complete core training including equality and diversity and health and safety training (usually in the form of online courses provided by the University of Cambridge's e-training platform) as part of your induction.

PROBATIONARY PERIOD

Newly appointed unelected staff will usually undertake a probationary period as part of their employment, normally lasting 6 months. During this period, either you or your employer will be able to terminate the employment agreement by giving one weeks' notice. Your written contract of employment will contain full details of your probationary period, including whether the employer has the ability to extend the period if it deems this necessary.

Elected officers are not subject to a probationary period, due to the fact their primary accountability lies with the membership, as opposed to the GU as an employer. Elected officers also usually only serve for a fixed term of office of one year.

LINE MANAGEMENT

As part of your induction, you will be introduced to your line manager. Your line manager will hold an initial meeting with you, and you are encouraged to raise any questions you may have about your employment with them. Your line manager will vary by role; sabbatical officers will either be line managed by the President or another representative of the Board of Trustees, while staff (non-elected) positions will generally be line managed by the President. It will be made clear to you who will act as your day-to-day line manager, and they will be the person to approach with any issues or queries relating to your employment (formal or otherwise).

The GU operates a separate line management policy, which is available as part of the GU's internal policy portfolio.

CONFLICT OF INTEREST

As a charity, the GU must pay strict regard to any conflict of interest that may affect how an officer (sabbatical, part-time or trustee) arrives at a decision. A conflict of interest may arise when an individual is involved in multiple interests which may be incompatible, or when an individual may derive personal benefit from decisions taken in their professional capacity. An example may be an employee owning or being related to someone that owns a business with which the GU might trade.

This is particularly important for trustees, and should be especially considered by sabbatical officer trustees within their day to day work. Clause 119 of the GU constitution sets out the responsibilities of the Trustees when a conflict of interest arises within their decision-making. In addition, sabbatical officers who are also trustees are required to complete an annual declaration listing any connected parties, and any other conflicts of interest they are aware of.

It is expected that any conflict of interest present be declared in an appropriate forum; either a Board meeting, or to the line manager of a staff member. If an employee brings a conflict to their manager's attention, a decision will be reached as to how to best manage the conflict. If an employee foresees a significant conflict of interest arising either within their upcoming duties or prior to taking up employment, this should be brought to the attention of the line manager or whoever is conducting the recruitment process (if in any doubt, queries should be raised with the President).

Given the strict nature of the legal framework within which the GU, as a charity, operates, the Board takes a proactive and firm approach to managing conflicts of interest.

TRAINING AND DEVELOPMENT

The GU is committed to facilitating and resourcing the development of its employees, and sees the training of its employees as an ongoing part of their role and as a key responsibility it takes on as an employer.

Upon joining the organisation, your line manager will speak to you about whether there is any initial training you feel you require in order to succeed in your role, and the GU will support this wherever possible.

In particular, sabbatical officers who are entering the role of a line manager feel they need training in order to perform this role. As part of a separate package, all new sabbatical officers who are also trustees of the GU will be given a full trustee induction package in order to ensure they are equipped to carry out the role.

You may, from time to time, be asked to undertake training for the benefit of the organization. Should you have any concerns about this, please speak to your line manager.

The GU encourages its employees to take a proactive approach to their own development; if you identify additional training needs or goals during your employment, you should raise this with your line manager during a regular line management meeting.

CONFIDENTIALITY

During the course of your work, you are likely to encounter information that is strictly confidential in nature. Confidential information may be encountered in a number of arenas, for instance, most committee papers the sabbatical officers receive within their representational work sitting on University committees will be strictly confidential, as will much of the material (including financial and commercial information) considered by the GU's Board of Trustees at its meetings.

Employees are expected to uphold the highest standards of confidentiality. Confidential documents distributed for consideration by the Board of Trustees must not be shared beyond members of the Board. For the avoidance of doubt, this includes paper copies, electronic copies, and any information contained that may be communicated in a different manner- for instance, verbally.

In order to maintain confidentiality, employees must destroy (shred) paper copies of documents immediately upon their no longer being required, and if they are to be kept, keep them in a secure location (such as a locked drawer) in the GU office. Electronic copies of documents must only be accessible to those who are permitted access to them, and therefore should not be saved onto file servers or other electronic storage solutions to which other colleagues have access, or onto personal devices or storage platforms (including personal e-mail inboxes). Organisational e-mail inboxes, online storage platforms and desktop accounts should be password protected with a strong password, which must not be shared.

Officers who receive confidential information via the Students' Unions' Advice Service must also observe the service's confidentiality policy, and code of practice.

WHISTLEBLOWING POLICY

The GU operates a whistleblowing policy so as to protect and enable staff and officers to raise concerns about perceived wrongdoing within the organization. The GU has fully considered its legal obligations regarding the disclosure of such information if in the public interest, and is committed to allowing individuals to disclose such information in confidence and without fear of reprisals.

The full whistleblowing policy is available as part of the GU's internal policy portfolio.

CONDUCT

The Graduate Union, as a charity that strives to provide support and assistance to its members, wishes to maintain a supportive and encouraging environment. We ask that employees uphold these values and act in a way that is approachable, helpful and professional while at work. Given the small nature of the GU's personnel team, it is important that employees foster good relationships with colleagues, members and other stakeholders alike, and see the continuation of these relationships as a key commitment of their role.

THE OFFICE

The GU's office space is shared among colleagues, so please be considerate of others. The GU acknowledges that individuals work best in different ways and seeks to accommodate this where possible, however, it is important that we maintain certain expectations within the workplace.

Please be respectful of your colleagues and ensure you prevent unnecessary distraction within the office. For instance, please do not play music out loud, or hold meetings in the office unless your colleagues are happy with this. Furthermore, the GU office should be an environment in which all employees feel comfortable working, so you are very welcome to put up decoration so long as it is inoffensive and acceptable to colleagues. It is, naturally, an advantage of working within a small team that it is easier to communicate with your co-workers, so if you are in doubt about what may or may not be deemed as acceptable, please do ask.

All employees should take responsibility for maintaining a tidy and accessible workspace, and should ensure that their actions within the office do not lead to health and safety hazards or unpleasantness more generally. For instance, please store items appropriately and do not leave them on the floor, and make sure that waste is disposed of correctly.

As a membership organisation, it should be expected that members may visit the office fairly regularly, either for scheduled meetings or to visit and ask questions of their representatives. Therefore, please bear in mind that any activity in the office may be witnessed by members, and should not compromise the esteem within which the GU wishes to be held by its members.

In addition to the GU office, you are encouraged to utilise the other spaces available to you within the building, including meeting rooms. If you wish to book a room to hold a meeting in, please do so using one of the meeting room calendars on the GU's Google calendar account. Similarly, if an unexpected meeting arises, please check the calendar to see whether meeting rooms are free before you begin using one. As the Graduate Union shares its immediate surroundings with CUSU, as well as RAG and TCS, there is often competing demand for meeting space, so plan ahead and remain considerate of the needs of others.

The GU has a communal kitchen facility, shared with other building users (primarily CUSU), available for its employees to use. This area must be looked after, and all users must take responsibility for ensuring it is kept clean and tidy.

SECURITY

The GU has a duty of care to its employees, and will seek to ensure the health and safety and security of all individuals working on its behalf. In order to pursue this, all GU employees are asked to help maintain the security of the workplace, and the safety of other GU personnel.

During their induction, all GU employees will be given physical access to the office. This will normally include a key to access the GU office, and university card access to the building. Employees must use the access they are given responsibly, and must not give access to anyone else. For instance, employees must not copy the key unless this has been agreed with a representative of the Board of Trustees (this may be necessary in order to provide access to a new colleague), and must not allow anyone to borrow their access card.

The main doors to the building will automatically lock outside of working hours, however, employees should be advised that, during a large part of the day (including the early part of the evening), members may have card access to the building in order to participate in events taking place there. If an employee is working outside of office hours, they should seek to ascertain whether anyone else is working in the (GU or CUSU) building. If they are working alone, they should ensure that a colleague is aware of their planned presence in advance.

Employees should be aware that University Security patrols the University's Estate 24 hours a day. Any suspicious activity on or near the premises should be reported to University Security, and/or the police. University Security can be contacted on:

Routine calls: 01223 (3)31818

Emergency calls (internal): 101

Emergency calls (external): 01223 (7)67444

The GU office must be locked at all times that it is unoccupied. This is to protect, among other assets, GU computer equipment (and additional personal items) that may be in the office, as well as to ensure data security. It is likely that officers will hold confidential information, such as in the form of University committee papers, Board of Trustees' papers or casework files, either in paper or electronic format, and all employees working within the office must take their obligations to information security seriously.

COMMUNICATING WITH COLLEAGUES

Employees are expected to show respect for their colleagues, and uphold this within their communication at work. All communication in the workplace, whether written or verbal, should be polite and professional.

Individuals must be willing to work as a team, and expect to work collaboratively within their role at the GU. Working as a team is crucial in helping the GU achieve its goals given its limited resources, and you should expect to be asked to help colleagues with aspects of their projects on a fairly regular basis. This may be in an advisory capacity, or more directly, such as helping at events or carrying out some research. While colleagues will understand if your workload is such that you are unable to take on extra work, the GU's team spirit is a valuable resource and helping others in their work will generally enable the organisation to achieve.

The GU holds weekly staff meetings, attended by its sabbatical officers, full-time staff and the staff of the Students' Unions' Advice Service, and attendance at these meetings is necessary to ensure employees are able to show an understanding for the work their colleagues are undertaking. CUSU also holds similar meetings, and any such meetings to which GU personnel are invited should be attended in order to assist collaborative working across the staff of the unions.

Please respect your colleagues and be mindful of their time. For instance, if you have arranged a meeting with a colleague, it is important to come to the meeting prepared, and punctually. If you find yourself needing to rearrange a planned meeting with a colleague, ensure your communication of this is prompt.

USE OF COMPUTERS

You will be provided with a desktop computer for use at work. GU computers are not intended for personal use, however, a reasonable degree of non-work activity is permitted so long as it is outside of work hours (e.g. at break times) and appropriate for the work place (e.g. social media or news websites). Employees will be held responsible for any illegal or unprofessional activity (such as illegally downloading media) that they undertake using their GU office computer, and such activity is strictly forbidden and constitutes misuse of GU property. Use of computing and internet facilities is also subject to relevant regulations specified by the University of Cambridge, including the use and misuse of computing facilities available at <http://www.uis.cam.ac.uk/governance/information-services-committee/rules-and-guidelines/guidelines>

You will also have access to other IT facilities necessary within your role, such as e-mail and other communications platforms (e.g. google and slack), and the GU's file server space. It is your responsibility to maintain the security of information you have access to, such as by using and regularly updating a strong password. You should not share access to confidential or sensitive information with others. This includes, for instance, leaving an e-mail account permanently signed in on devices that are accessible to others. Much of the business considered by the Board of Trustees is confidential in nature, and sabbatical officers are highly likely to also hold confidential information in the form of University committee papers or service user data from the Students' Unions' Advice Service.

Some employees may prefer to work on their own laptop. This is acceptable, however, confidentiality and information security requirements remain and further steps should therefore be taken to ensure these when a personal device is the primary computer an employee uses for work.

It is important that all files generated by employees within their work are saved to the GU's file server space so that future staff and officers are able to draw on them, and that your work is preserved. Employees who use a personal device must regularly transfer such files to the GU's file server, and delete them from their own device. This should be repeated prior to an employee leaving the organisation, at which point all data held on behalf of the GU should be returned to the GU and no ability to access content that is not public should be retained without explicit permission from your line manager (this includes access to e-mail or other accounts required only for work).

DRESS CODE

All employees must be presentable, and dress should reflect the fact that the office is a working environment. However, as a student-facing organisation, it is expected that employees should be relatable to the GU's members. Particularly in the case of sabbatical officers, individuals may often wish to dress in a similar manner to that which would be observed among members. It should be considered that wearing particular clothing may be advantageous to employees depending on the working situation; for instance, at University committee meetings, individuals may wish to dress slightly more formally than sometimes in order to demonstrate professionalism.

BREAKS

Employees should feel able to take regular breaks from their work, whether they are comfort breaks, refreshment breaks, or an opportunity to get up and walk away from their desk for a few minutes. It is expected that most people will find regular, short breaks useful in improving their concentration and a healthy approach to working hours is strongly encouraged by the GU. Employees are also expected to take lunch breaks in accordance with their contract of employment, however, all employees must, as a minimum, take a break of 20 minutes if working more than 6 hours during the day as required by law.

Personal matters, such as personal calls or use of computers for non-work reasons, should only be tended to during breaks. Time spent on personal calls or other tasks should be proportionate and should take place away from your workspace and the direct office surroundings so as to minimise distraction.

PAY, HOURS AND ABSENCE

PAY

You will be paid monthly (in arrears) by BACS, on the 26th of each month (or before if the 26th falls on a weekend or bank holiday). The Graduate Union utilises the University of Cambridge's banking system, so you will be paid via the University's payroll, and will need to complete the requisite paperwork supplied by the University upon joining. Your payslips will be accessible online using the University's Employee Self-Service system, where you can also request paper copies of payslips to be sent to you. If you notice any inconsistencies relating to your pay, please notify your line manager immediately.

By virtue of being on the University's payroll, you are eligible to register for the CAMbens employee benefits scheme. This provides a means of accessing discounts at a wide range of local and national retailers, and to register, you should visit the below following link, you're @cam e-mail address and payroll number to hand: <https://cambridge.rewardgateway.co.uk>

Your salary will be agreed with you in advance of your starting at the GU, and will be stated in your contract. Salary reviews will take place at the Board's discretion.

Statutory deductions will be made and shown on your payslip, in addition to any other deductions authorised by you (additional pension contributions or charitable donations, for instance).

The GU retains the right to make deductions (either from a monthly payment or from a final payment made upon leaving your employment) in relation to any amounts owed to the organisation by an employee, including those in relation to overpayments previously made or in relation to leave taken in excess of entitlement.

EXPENSES

During the course of your work, you may incur expenses; including (but not limited to) travel and accommodation. The GU will refund all reasonable, legitimately incurred expenses, provided that you have followed the GU's internal financial policy, especially in relation to receiving the approval of trustees prior to committing resource above specified thresholds.

In order to reclaim expenses, you will need to complete an FD1C expense form (available from the University's website, at <https://www.finance.admin.cam.ac.uk/finance-staff/accounts-payable/expense-claims/expense-forms>) and submit adequate receipts alongside the claim.

The GU reserves the right to reject expense requests if they do not meet the necessary requirements. For instance, disproportionate expenses or those relating to items that were not necessary to purchase are likely to be queried, unless approved by your line manager prior to the purchase.

Expense claims must be submitted promptly, and must, in any event, be submitted within the same financial year the expense was incurred. Please do not save up a large number of expense claims at any one time; while it is sensible to group claims together if they are for small amounts, the longer receipts are held on to the more likely they are to be lost or become illegible.

HOURS

Your hours of work will be specified in your contract of employment. Given the size of the organisation and the nature of its activities (for example, most member-facing meetings or events will take place outside of usual office hours), it is likely that you will be asked to adopt a reasonably flexible approach to your working hours. Depending on your role, your contract may specify regular hours that should be kept, or, for elected officers in particular, you may have 'core hours' which must be worked alongside additional hours that will likely be worked during evenings or weekends. It is important that your working practices reflect your contracted hours of work, and that any issues caused by this are raised with your line manager.

OVERTIME AND TIME-OWED-IN-LIEU

Due to the nature of the Graduate Union's activities, it is likely that from time to time, you will be asked to work outside of your usual hours, and possibly in addition to these hours on a short-term basis.

Where this is required, the GU will ensure that its employees are enabled to retrospectively take the time off that they are owed. However, the GU does not pay for overtime, and is not obliged to grant requests for taking time-owed-in-lieu (TOIL) unless they have been previously agreed; TOIL should not be used as a means to access more flexible working hours or to build up additional leave. Should your work require you to work beyond your contracted hours (attending a Board of Trustees meeting during an evening, for instance), your line manager will grant you TOIL, to be taken at a mutually convenient time.

If you are regularly finding that you are needing to work longer hours than are expected of you, please speak to your line manager. It may be that ways of managing this can be developed, such as reallocating work or prioritising particular projects. The GU believes that its employees should maintain a healthy work-life balance, and although certain times of the year are particularly busy (such as around Freshers' Week and Lent Term elections), additional working should never be required on an ongoing basis.

WORKING FROM HOME

It is expected that all employees carry out their work in the office as far as possible. On occasion, it may be that productivity is enhanced by working elsewhere (for instance, writing a report or reading meeting papers in a quieter space); this is permitted but should be agreed with your line manager first. It is likely that much of your work will involve close collaboration with colleagues, or meetings with colleagues or other stakeholders, and this will require regular office attendance. Additionally, the Graduate Union advertises its office hours to its members; members should feel able to visit their representatives to seek support or ask questions. It is therefore important that the GU office appears professional, and that employees are working in the office during core hours.

Should you feel that you may need to undertake short-term or one-off homeworking for any reason, please discuss this with your line manager. If you may need to work from home more regularly for health or disability related reasons, your line manager will be able to help by considering with you the adjustments needed in order to enable you to perform your duties. In this circumstance, you may wish to make a request for flexible working, by following the procedure further in the handbook.

ANNUAL LEAVE

Your annual leave entitlement will be set out in your contract, alongside the start and end of your holiday year. Your contract will specify whether your stated entitlement includes bank holidays. All employees are entitled, as a minimum, to take 5.6 weeks (28 days) of paid leave during the year, as required by law, and the GU will ensure that its employees observe this.

Leave should be booked using the online system, and is subject to the approval of your line manager. You must leave a reasonable amount of time between your requesting of leave and your intended date of leave; normally this would be at least one week for any absences of less than one working week, and at least a fortnight for any absences of more than one working week (unless your contract of employment states different requirements).

Your annual leave request may be refused if your line manager feels the organisation would not be able to spare you for the period you have requested. While the GU would expect this to be rare, during particularly busy parts of the year (such as the handover period, lent term elections, or in the middle of term), the organisation asks employees not to request significant leave. If you anticipate wishing to take leave of three consecutive days or more during full term, please speak to your line manager at the earliest opportunity. Longer holidays should be taken outside of full term, if at all possible.

While you may request unpaid leave if you have used all of your annual leave entitlement, the GU is not obliged to accept such requests and the Board of Trustees has discretion over such requests.

Any untaken annual leave from your entitlement will normally be lost, and would not roll over to the next holiday year. However, you will be entitled to receive a payment in lieu of any untaken leave accrued at the point of your leaving employment, or will be entitled to take this period of leave at prior to your leaving date.

ABSENCE DUE TO SICKNESS OR UNFORESEEN CIRCUMSTANCES

Any absence due to ill-health (or any other unforeseen circumstance) must be reported to your line manager by 10am on the first day of absence. If your absence continues beyond one day, you must keep your line manager informed as to when you might expect to be able to return to work.

If you are absent due to ill-health for longer than seven days, medical certification must be obtained (a 'fit note' from your GP) and provided to your line manager. The GU observes legal requirements in relation to sick pay, and statutory sick pay will be paid in line with applicable legislation in relation to longer term absences, and additional pay by the GU may be granted, circumstance depending, on a discretionary basis.

If you are returning to work following a long term period of absence, your line manager will be able to assist you in your return and discuss support measures that can be put in place to accommodate you. The Graduate Union will seek to ensure that its employees' health is not negatively affected by work; please consult your line manager should you have any concerns in this regard.

If necessary, you may attend medical appointments during the working day (for instance, if it has been unable to schedule an appointment outside of working hours). However, please ensure your line manager is aware of your whereabouts during working hours, and endeavour to schedule appointments so as to minimise disruption.

Other unforeseen circumstances might necessitate a short-notice absence. Indicative examples might include absence due to bereavement, due to the need to meet care obligations (e.g. care arrangements fall through), or if a dependent is unexpectedly unwell and needs care.

The GU has an accommodating stance on employee absence, however, expects its employees to uphold high standards of professionalism and attendance. Therefore, we ask that employees do their utmost to discuss absences with their line manager. It is likely that the GU will be able to support requests in the majority of cases, however, if the need of the organisation dictates, the GU reserves the right to ask that employees make up time, take the leave as unpaid, or that leave is deducted from an employee's annual entitlement if certain circumstances.

FAMILY-RELATED LEAVE AND FLEXIBLE WORKING

The GU is committed to supporting its employees, and strives to maintain a working environment in which employees are able to balance their employment and other, including family, commitments. To this end, the GU maintains policy on maternity and family related leave and pay, and flexible working.

MATERNITY AND FAMILY-RELATED LEAVE AND PAY

The Graduate Union, as an employer that emphasises equality of opportunity and the rights of workers, aims to provide maternity and parental benefits that go beyond statutory requirements.

The GU follows the provisions of the University of Cambridge's maternity, paternity, adoption and shared parental leave policies.

Employees are entitled to a maximum of 52 weeks' maternity leave, consisting of 18 weeks' paid leave during which they will receive their normal rate of pay (no qualifying period), plus 21 weeks, if entitled, during which they will receive Statutory Maternity Pay, and additionally, up to 13 weeks unpaid leave. Normally, maternity leave should begin no earlier than 11 weeks before the expected week of birth. Employees may not return to work for at least two weeks after the birth. Notice should be given to your line manager of your intention to take maternity leave by the 15th week before the expected week of childbirth.

An employee who is the biological father of a child or the mother's husband or partner and who has or expects to have responsibility for the child's upbringing, or an employee of either sex who is adopting a child but is not taking adoption leave, will be entitled to a maximum of two weeks' paid paternity leave. Notice should be given to your line manager of your intention to take paternity leave no later than the fifteenth week before the baby is expected, or within seven days of being notified by the adoption agency that you have been matched with a child for adoption, unless this is not reasonably practicable.

A member of staff who adopts a child will be entitled to adoption leave provided that only one of the adoptive parents may take adoption leave. The other parent will be entitled to take paternity leave. An employee adopting a child under 5 years of age, who is the prime carer, may for up to 52 weeks' leave to care for the child, consisting of 18 weeks leave during which they will receive their normal rate of pay, followed by 8 weeks during which they will receive, if they are entitled, Statutory Adoption Pay and up to 26 weeks' unpaid leave. The leave and pay offered to employees who adopt a child aged over five years will be decided by the Board of Trustees, but will be no less than the statutory provision.

The Shared Parental Leave Policy applies to all employees whose child is born or placed on or after 5 April 2015 and who meet the statutory requirements. Shared parental leave enables eligible parents to choose how to share the care of their child during the first 52 weeks following birth or adoption.

Eligible employees will be entitled to take up to 50 weeks shared parental leave, consisting of 18 weeks' paid leave (minus any period of paid maternity, adoption or paternity leave they have already received) during which they will receive their normal rate of pay, followed by up to 19 weeks statutory shared parental leave pay (if entitled) and up to 13 weeks unpaid. The number of weeks shared parental leave available is calculated using the mother's/adopter's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If the mother/adopter reduces their maternity/adoption leave entitlement then they and/or their partner may take any remaining weeks as shared parental leave.

The full details of the above policies can be found at the following locations:

Maternity: <https://www.hr.admin.cam.ac.uk/policies-procedures/maternity-policy>

Paternity: <https://www.hr.admin.cam.ac.uk/policies-procedures/paternity-leave-policy-and-procedure>

Adoption: <https://www.hr.admin.cam.ac.uk/policies-procedures/adoption-policy>

Shared Parental Leave: <https://www.hr.admin.cam.ac.uk/policies-procedures/shared-parental-leave-policy>

Should you have any queries regarding taking leave in relation to any of the above circumstances, you should speak with your line manager as soon as possible. Given the limited size of the organisation, the GU would likely need to make arrangements for cover during your absence, and early notification of your intention to take family-related leave would provide the GU with the best opportunity to make arrangements such that your needs and request for leave could be fully met.

FLEXIBLE WORKING POLICY

The Graduate Union, in considering requests from employees for flexible working, seeks to assist employees balance their in-work duties with other commitments they may have outside of work. In upholding the organisation's commitment to equality of opportunity, it is anticipated that flexible working requests may be received due to an employee's caring obligations, or an adjustment to help them manage a disability, for example.

Any employee of the Graduate Union may make a request for flexible working, but may only make a statutory request once in any twelve month period. Please note that a request should represent a material change to normal working practice; the working hours of sabbatical officers, in particular, are already reasonably fluid due to the nature of the work and it is expected that any request under this policy would necessarily go further than what is permitted within an individual's contract of employment. Please refer to your employment contract for the core hours that you are expected to be in work.

All employees are encouraged to speak to their line manager informally prior to making a request for flexible working. Your line manager will be able to answer any questions you may have about the

process, and will be happy to inform you about the sorts of arrangements that may be possible within the policy.

A request for flexible working must be made in writing to your line manager, stating the following:

- The date of the request
- The change to working conditions being sought, including the requested start date and indication of whether the arrangement is intended to be permanent (if it is intended as a temporary measure, the timescale should be included)
- How you believe the change being sought would affect the organisation
- Whether the request is being made in relation to the Equality Act 2010 (as a reasonable adjustment for a disability, for instance)
- Whether a previous request for flexible working has been made (and if so, the date of this request)

The range of flexible working patterns that may be requested include part-time working, job share, working from home, compressed hours, annualised hours, staggered hours, or phased retirement. More information about arrangements that could be asked for under a statutory request is available online at <https://www.gov.uk/flexible-working/types-of-flexible-working>

Employees should consider carefully the impacts upon their own benefits of making a request for flexible working. For instance, a change to working part-time would result in pay and other benefits being reduced on a pro-rata basis.

The Graduate Union is committed to handling requests for flexible working in a reasonable manner. Once a request has been received, your line manager will seek to meet with you as soon as possible to discuss the request. You may be accompanied at this meeting by a colleague or union representative. The request will be considered by the GU's Board of Trustees, and the outcome communicated to you within three months of application.

In considering the application, the Graduate Union will take into account equal opportunity considerations, the needs of the employee, and the potential impact upon the organisation's operations. The GU is committed to facilitating participation by employees from all backgrounds and of all characteristics, however, given the small limited number of employees the GU has, any request for flexible working may have a significant potential impact upon operations and this must be carefully considered. The request may be rejected for a demonstrable business reason, as illustrated by the following reasons:

- A significant additional cost burden falling upon the GU
- The inability to recruit additional staff for remaining hours in a part-time or job-share arrangement, and work could not be redistributed among other existing employees
- Anticipated workload not matching requested hours (e.g. a request for less working hours in term time and more hours outside of term-time would likely not be possible due to the nature of the organisation's activities)
- The proposed arrangement would clearly affect quality and performance

Should the application be approved, your line manager will write to inform you of this, stating the agreed arrangements and a start date for flexible working. Your contract of employment will also be updated to reflect the new terms.

If your application is rejected, your line manager will inform you in writing. Employees have the ability to appeal a decision, and it is encouraged that they first speak with their line manager about the decision to ensure that all information has been correctly considered in making a decision. An appeal should be made to your line manager in writing, clearly stating the following:

- That you are appealing the GU's decision regarding your request for flexible working arrangements
- The date of your flexible working request, and a copy of the request
- On what grounds you wish to appeal; for instance, whether new information has been made available or whether you believe the organisation has not followed its own process or has not given reasonable consideration to your request.

Once this process has been completed, any further complaints should follow the GU's internal procedure for considering grievances.

GRIEVANCE AND DISCIPLINARY PROCEDURES

While the Graduate Union seeks to maintain a positive environment for its team of staff and officers, the organisation acknowledges that there may be occasions upon which staff are unhappy and wish to raise a problem they have encountered in the workplace. Likewise, times may arise when the organisation deems it necessary to initiate disciplinary proceedings against an employee.

Within these processes the Graduate Union is committed to working with its officers and staff in a way that is honest, transparent and fair, and will strive to maintain regular and constructive communication throughout. The following procedures have been drawn up with the organisation's commitment to equality and diversity (as enshrined within its equal opportunities policy) in mind, and the GU will uphold these principles in its consideration of grievance or disciplinary related matters.

As a small organisation, the GU acknowledges that a conflict of interest may arise within these procedures; for example, if a grievance is made against your line manager, or if your line manager seeks to initiate the disciplinary procedure in response to an incident involving them. If this is the case, another appropriate person will lead the process; this would normally be the Manager, President, or another member of the Board of Trustees, depending on who has been involved in the matter previously. If an employee believes such a conflict to exist, this should be raised without delay.

The following procedures should be read in conjunction with Schedule G to the Constitution (appendix i), which outlines the procedures for complaints made by individuals other than GU staff, and complaints about the conduct of elected officers (including complaints made by other staff or officers). If you are in doubt as to the correct procedure to use, please speak to your line manager (or if this is not suitable, another trustee) regarding the correct process.

GRIEVANCE PROCEDURE

Should an employee (whether a sabbatical officer, permanent staff member or seconded staff member) wish to raise a grievance or complaint with the organisation, in accordance with the relevant Schedule to the constitution (G.11), the following procedure should be followed.

A grievance may refer to a problem or issue an employee encounters within their work, including matters to do with their working conditions or relations with colleagues. Examples of such grievances would be issues regarding terms of employment, health and safety, the working environment, organisational change, discrimination, or bullying and harassment. Grievances may also be about a fellow employee. If this is the case and the fellow employee in question is an elected officer, you should refer to clause G.19 onwards for the procedure regarding complaints about the conduct of elected officers.

The GU seeks to maintain a consultative and collaborative working environment, and therefore hopes that most concerns can be solved informally before they become more severe in nature and require a more formal process. Employees should therefore seek to raise grievances with their line manager informally wherever possible, either in their regular line management meeting or during a separately arranged meeting. Your line manager will work with you to address the issue, and on most occasions, the GU anticipates a mutually agreeable solution being found and the process reaching an end at this point.

However, if an employee is not happy with the resolution, they may raise the grievance formally. In order to do this, they should write to their line manager stating:

- That they wish to raise a formal grievance
- The nature of the grievance, including the date of occurrence and a factual account of the issue at hand
- Any particular harms caused by the grievance

If the grievance is against or implicates the employee's line manager, the formal grievance should be raised in writing with another appropriate person within the organisation. This is likely to be whoever of the Manager or President is not an employees' line manager; alternatively, if the grievance is against both or the employee is concerned about a conflict of interest, the grievance should be addressed to another member of the Board of Trustees. The GU will treat all grievances fairly and objectively and will seek external support (either from another trustee, the University, or from an HR advisor) where appropriate.

Once a grievance has been received, your line manager (or the individual to whom the grievance was addressed) will acknowledge the grievance within two working days, and arrange a formal grievance meeting to be held within one working week. Depending on the nature of the grievance, an independent observer or mediator may be asked to attend and take a note of the meeting; if this is the case, you will be informed no later than two working days before the meeting. Similarly, employees may arrange to be accompanied to a grievance meeting, by inviting a trade union representative or colleague to attend with them; the GU requests two working days' notice if you choose to exercise this. If you wish to be accompanied and your companion cannot attend at the date and time previously agreed, you may request to move the meeting so long as reasonable notice is given.

Your grievance will be listened to in a calm and objective manner, and your line manager (or the individual considering the grievance) will be as fair as possible in proposing any resolution to the issue. Following the meeting, they will further investigate the matter and decide on whether to take any action, and will communicate the outcome to you in writing within 48 hours. At this point, you will also be reminded of your right to appeal.

Should you wish to appeal the decision, you must promptly notify this in writing, including an explanation of the grounds for appeal. The appeal will be considered by a different individual who has not previously been involved in the grievance, and this is likely to be another member of the Board of Trustees. They will arrange to meet with you to discuss the appeal, and will remind you that you may be accompanied to such a meeting. They will hear the appeal and give it fair consideration,

and after the meeting, will write to you with a decision within 48 hours. This represents the final stage of the GU's internal grievance procedure.

If you are still not satisfied, you may wish to continue the process by seeking external arbitration. All employees should feel able to do this if they believe the GU has not adequately resolved their grievance. At this point, you should speak to your trade union, the Citizens' Advice Bureau, or the Advisory Conciliation and Arbitration Service for advice regarding how to take the matter further.

DISCIPLINARY PROCEDURE

If the Graduate Union as an employer has a serious issue with an employee, it may invoke the below disciplinary procedure. In this context, issues that the GU may wish to raise with an employee include matters concerning performance such as timekeeping, absence, use of facilities, health and safety, or other issues that relate to conduct such as behavior and attitude, including gross misconduct.

The GU is committed to working with its officers and staff in a way that is honest, transparent and fair, and will strive to maintain regular and constructive communication throughout. The GU seeks to create a consultative and collaborative working environment, and therefore hopes that many concerns can be solved informally before they become more severe in nature and require a more formal process. If this is the case, your line manager will ask to speak with you privately to raise the issue. You will have a fair chance to respond, and any outcomes will be mutually agreed before being implemented. If the issue persists, your line manager may initiate the formal disciplinary process.

The process may be initiated by an employee's line manager, either as the result of an incident they have been witness to, an ongoing concern they have, or as the result of a grievance or complaint raised by another employee. If a perceived conflict of interest exists, your line manager may ask another appropriate person (likely the Manager, President, or another member of the Board of Trustees) to lead the process. An investigation will be carried out, and during this period, the GU may suspend you with pay in order to assist with the investigation.

As part of the investigation, you may be asked to attend a fact-finding meeting. If this is the case, you will be asked to attend a meeting, in writing, with no less than five working days' notice. If you wish to be accompanied to this meeting by a trade union representative or colleague, you may arrange for this, so long as at least two days' notice has been given. You will have the opportunity to provide your side of the case, and any evidence you feel is relevant, at the fact-finding meeting, and whoever is leading the meeting will do so in a fair and reasonable manner. No decisions regarding disciplinary action will be taken at this meeting.

If after the fact-finding meeting it is decided that there is a disciplinary case to answer, you will be notified in writing of the alleged issue (including any specific evidence held) and the possible consequences under consideration. A formal disciplinary meeting will be arranged promptly, and with no less than five working days' notice. If you wish to be accompanied to this meeting by a trade union representative or colleague, you may arrange for this, but please provide at least two working

days' notice of this. If you wish to be accompanied and your companion cannot attend at the date and time previously agreed, you may request to move the meeting so long as reasonable notice is given. Should an employee repeatedly rearrange the meeting without good cause, such that the investigator feels it impossible to continue with the process, they have the right to make a decision based on the evidence available. The investigator may also arrange for an independent observer to attend and take notes.

A formal disciplinary meeting is designed to establish facts and collate evidence. The investigator will begin by ensuring all attendees have been introduced, and stating that the purpose of the meeting is to consider whether disciplinary action should be taken. They will then state the nature of the complaint and outline the case based on evidence held; the employee will be allowed to see any witness statements and question the content at this point. The employee will then be invited to state their case, respond to any allegations and present evidence or call witnesses. The accompanying person brought by the employee may also ask questions, and may confer privately with the employee. Additionally, if a key witness is unable to attend the meeting, the investigator may decide to adjourn in order to hear the evidence at a later date. The meeting is formal in nature but should be a two-way process in which right of response is upheld and any relevant information relating to the case is made available.

Before any decision regarding disciplinary action is taken, the meeting will be adjourned so that the investigator can summarise the case and decide on the next steps. The meeting may also be adjourned if the employee seeks to raise a grievance during the meeting. If a grievance is raised at this point, the disciplinary process may be suspended until the grievance is resolved, or the investigator may decide to consider the matters concurrently.

Following the conclusion of the meeting, the investigator will decide whether disciplinary action will be taken. You will be notified of the outcome of the meeting in writing within two working days. This notification will set out the nature of misconduct, the disciplinary action and any relevant timescales that apply (such as the point at which a written warning is no longer active), and the deadline for launching an appeal. At this stage, disciplinary action may include:

- An improvement note in relation to poor performance
- An initial formal written warning in relation to misconduct
- A final written warning, if repeated poor performance of misconduct remains unresolved twelve months after the initial warning
- As a last resort, dismissal (only applicable in relation to unelected staff)

In the instance of gross misconduct, earlier stages of disciplinary action may not be suitable and summary dismissal may be required. Gross misconduct may include theft or fraud, physical violence or bullying, serious insubordination, or deliberate damage to or misuse of property. If gross misconduct is suspected, the usual disciplinary process will be followed and you will be informed of the nature of the allegations in writing when any disciplinary meeting is called.

Should you wish to appeal the decision, you must promptly notify this in writing, including an explanation of the grounds for appeal. The appeal will be considered by somebody who has not previously been involved in the disciplinary investigation, and this is likely to be another member of the Board of Trustees. They will arrange to meet with you to discuss the appeal, and will remind you

that you may be accompanied to such a meeting. They will hear the appeal and give it fair consideration, paying particular attention to any new evidence that has come to light or any flaw in the process previously carried out, and after the meeting, will write to you with a decision within 48 hours. This represents the final stage of the GU's internal disciplinary procedure.

If you believe you have been treated unfairly or are unsatisfied with the outcome, you may wish to seek external arbitration. At this point, you should speak to your trade union, the Citizens' Advice Bureau, or the Advisory Conciliation and Arbitration Service for advice regarding how to take the matter further.

BULLYING AND HARASSMENT

The Graduate Union has a zero tolerance approach to bullying and harassment within the workplace. The organisation takes its obligation to preventing such unlawful behaviour seriously, and any grievances or disciplinary concerns regarding bullying or harassment will be treated with appropriate severity.

The GU recognises the definition of harassment as set out in the Equality Act 2010: "unwanted conduct related to a protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual."

The GU recognises ACAS' definition of bullying: "offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient". In line with this definition and the GU's approach to bullying, unacceptable behaviour within the organisation includes:

- Verbal abuse
- Exclusion or victimisation
- Overbearing supervision or other misuse of power
- Physical (including sexual) assault
- Unfair treatment

The GU is committed to promoting a safe, healthy and fair workplace. Complaints regarding bullying and harassment within the workplace will be dealt with under the grievance and/or disciplinary procedure. An employee wishing to register concerns in relation to bullying and harassment should refer to these procedures in order to raise an issue. Any complainant raising an issue of this nature will be afforded confidentiality, as far as is reasonably practicable.

LEAVING THE GU

Sabbatical officers of the GU will be employed for a fixed term of office (one year), and, usually, an additional fortnight handover period. These details, including the date at which the employment of a sabbatical officer will terminate, will be set out in their contract.

All employees must give adequate notice if they plan to leave their employment with the GU prior to any previously agreed date of termination. This notice period will be set out in your contract of employment.

Upon leaving your position at the GU, you must return all GU property to the organization, including any equipment or documentation in your possession, and any intellectual property or electronic records that you hold. Any files or records generated and stored on personal devices while you were on GU business must be copied onto the GU file server system and removed from your personal device. You may only retain copies of any such data with explicit permission from your line manager, and you must make a reasonable case to do so.

Your final salary will be paid to you inclusive of adjustments for anything owed to you and by you (e.g. expenses, outstanding annual leave entitlement where applicable). Your P45 will be prepared on the GU's behalf by staff of the University's Payroll, and will be provided to you as soon as it is available.

All permanent staff will be asked to attend an exit interview before they leave the organisation. This will be arranged by the line manager, who will seek to ascertain feedback from the employee about their time at the organization, with the aim of enhancing the structures the GU has in place.

APPENDIX I: RELEVANT EXTRACTS FROM SCHEDULE G

G. Complaints Procedure

Complaints Principles and Revision Limitations

1. Preamble: That the GU has a Complaints Procedure is, as of November 2008, a requirement of national law, as required by the Education Act 1994.

2. References are made in this section to the Junior Proctor of the University of Cambridge as an avenue of appeal regarding decisions made about complaints. This is because the Education Act 1994 requires that “an independent person should be appointed by the governing body of the University to investigate and report on complaints”; the Junior Proctor is designated by the University to be this independent person. Should the University designate another person for this role, then the part played by the Junior Proctor in this section should instead be played by whatever person is so designated.

3. Principle of adjudication: GU Officers or Trustees should consider complaints first and foremost on the basis of fairness. While they must consider the health of the GU, financial and otherwise, in any decision, Officers and Trustees should seek to rule on the basis of fairness to the furthest extent that is reasonable and feasible. They should not simply seek to minimise the GU’s exposure to criticism or financial outlay, except insofar as legally obliged to do so.

4. Transparency: GU complaints procedures should be made easy to locate and use. Any GU Officer or Trustee involved in advising on, processing, or adjudicating a complaint should not simply disclose required information but should also volunteer procedural information helpful to the making of a complaint. At each phase of any complaints process, the complainant and any other directly interested parties should be given full information about their potential avenues of appeal.

5. Merger and Severance: At any stage of a complaints process, relevant officers may rule that multiple complaints should be considered together or that a single complaint should be considered in separate parts or processes. Such officers have an obligation to ensure that the specifics of complaints being merged are still addressed or that the holistic merits of a complaint being separated are still considered.

Formal and Informal Complaints

6. The procedures outlined in this Schedule (G) apply to formal complaints unless otherwise noted. Anyone who contacts a GU Officer with a query or statement that reasonably may be construed as a complaint or as leading to a complaint should be informed about their right to issue a formal complaint and directed to information about how to do so.

7. A formal complaint shall consist of a text submitted in any reasonable format noting all of the following:

- a) The desire to make a complaint
- b) The specifics of the issue about which they wish to complain
- c) The details of any specific harms caused by the issue
- d) A method by which the complainant can be reached for correspondence

8. Forms should be made readily available offering templates for making formal complaints

9. Any person who is the subject of a complaint or has a personal interest in the outcome of a complaint must recuse him or herself from any deliberations of any body or office involved in adjudicating the complaint

10. Privacy: Specific contingencies should be built into complaints procedures allowing particularly sensitive complaints (or parts thereof) involving compelling issues of personal privacy to be dealt with by alternate means when the normal means would be inappropriately public. In instances where officers or a body adjudicating complaints find that a certain compelling issue of personal privacy cannot be adequately addressed, they should refer the matter to the GU Board of Trustees. When in doubt, reviewers of complaints should discuss with complainants and other concerned individuals their intentions regarding potentially sensitive information.

Employment Complaints

11. Complaints by GU Staff, whether appointed or seconded, shall be dealt with in accordance with the GU's legal obligations as an employer or manager, GU internal policy on staff procedures, and the contents of individual staff members' contracts.

12. The Board of Trustees and such officers as shall undertake the task of offering contracts or setting employment procedures shall ensure that the various documents governing each staff member's employment provide clear instructions for the submission and adjudication of complaints.

Complaints about the Conduct of Staff

13. Complaints about the conduct of GU staff made by anyone other than GU staff should be referred first to the GU President. Complaints made by GU staff themselves should be dealt with through an Employment Complaints procedure as laid down by the GU Board of Trustees or in GU staff contracts or collective employment agreements.

14. The President should acknowledge receipt of a formal complaint to the complainant within 3 working days of receiving it. Within 10 working days of receiving a complaint, the President should do one or more of the following:

- a) Recuse himself or herself from the procedure and designate another person or body to carry out one or more of the steps that follow

- b) Respond to the complainant outlining why a specific amount of additional time is needed for specific tasks that are necessary to properly investigating the complaint.
- c) Judge the GU complaints procedures incompetent to hear the complaint and take all reasonable measures to refer the complainant to a body with proper jurisdiction
- d) Reject the Complaint
- e) Uphold the Complaint in part and set out corrective action
- f) Uphold the Complaint in full and set out corrective action
- g) Refer the complaint to the Board of Trustees. If the President's ruling on the complaint would involve a serious admission of civil or criminal liability, the President should automatically refer the complaint to the Board of Trustees.

15. Any ruling of the President may be appealed to the Board of Trustees by anyone directly involved in the complaint or in corrective action set out by the President.

16. Complaints referred or appealed to the Board of Trustees shall be put on the Board's agenda for its next regular meeting. If Board members feel that the complaint must be dealt with urgently, they may call an emergency meeting.

17. If students directly involved in the complaint or in the decision of the Board of Trustees are dissatisfied with that decision, they may appeal it to the Junior Proctor, and the Board of Trustees should advise all relevant parties of this fact and of how such an appeal could be made.

18. If the complaint is not referred to the Board of Trustees, the President should report the complaint and its disposition to the next regular meeting of the Board of Trustees.

Complaints about the Conduct of Elected Officers

19. For the purposes of this section, "elected officer conduct" shall refer to the behaviour of an elected officer in his or her capacity as an elected officer or to behaviour by an elected officer that may be directly relevant to his or her work as an elected officer

20. For the avoidance of doubt, the GU Trustees and members of the Executive Committee should be considered elected officers for the purposes of paragraphs 19 to 27. Student officers such as MCR Presidents, Faculty Representatives, and student members of the University Council and General Board, though they may be afforded particular powers within GU structures, shall not be considered elected officers for the purposes of this section. Complaints about these persons should be dealt with under the procedure for complaints about students' behaviour at GU functions.

21. Complaints about the conduct of elected officers of the GU may be made by:

- a) Any member of the GU
- b) GU Staff
- c) Any member of the public or any legal entity that has been directly impacted by elected officer conduct

22. Complaints about the conduct of elected officers who are not the GU President should be directed first to the GU President. Complaints about the conduct of the GU President should be directed first to the GU Welfare and Rights Officer. In the case of a complaint about the conduct of the GU President, the GU Welfare and Rights officer should perform all functions nominally to be carried out by the GU President pursuant to this section.

23. If a complaint under paragraph 21 involves discrimination against or offence to a certain distinct group and there are GU representative officers whose portfolios cover those groups, those officers should be solicited for their advice on the complaint and provided with all details about the complaint that it is reasonable to disclose to them, provided that any reasonable privacy concerns can be satisfied.

24. The President should acknowledge receipt of a formal complaint to the complainant within 3 working days of receiving it. Within 10 working days of receiving a complaint, the President should do one or more of the following:

- a) Recuse himself or herself from the procedure and designate another person or body to carry out one or more of the steps that follow
- b) Respond to the complainant outlining why a specific amount of additional time is needed for specific tasks that are necessary to properly investigating the complaint.
- c) Judge the GU complaints procedures incompetent to hear the complaint and take all reasonable measures to refer the complainant to a body with proper jurisdiction
- d) Reject the complaint
- e) Uphold the complaint in part and set out corrective action
- f) Uphold the complaint in full and set out corrective action
- g) Refer the complaint to the GU Council as a motion or set of motions, with or without a President's recommendation
- h) Identify that a ruling on the complaint (or a part thereof) may involve a serious admission of civil or criminal liability or a compelling issue of privacy and therefore refer the complaint to the Board of Trustees of the GU

25. Anyone directly involved in the complaint or in corrective action set out by the President may appeal a President's ruling to the GU Council in the form of a motion to the Council. If the motion involves a serious admission of civil or criminal liability or a compelling issue of privacy, the GU chair shall rule the motion out of order and refer the issue to the Board of Trustees.

26. Complaints referred or appealed to the Board of Trustees shall be put on the Board's agenda for its next regular meeting. If Board members feel that the complaint must be dealt with urgently, they may call an emergency meeting.

27. If students directly involved in the complaint or in the decision of the GU Council or the Board of Trustees (whichever has acted as the appellate body) are dissatisfied with that decision, they may appeal it to the Junior Proctor, and either the GU Council Chair or the Board of Trustees should advise all relevant parties of this fact and of how such an appeal could be made.