



YMCA **Wales** Community College



Human Resources





- **Bullying and Harassment of Employees**
- **Communication Policy**
- **Disciplinary Policy**
- **Employee Recruitment and Selection Policy**
- **Employee Sickness Leave Policy**
- **Family and Dependents Leave Policy**
- **Grievance Policy**
- **Maternity Leave Policy**
- **Parental Leave Policy**
- **Redundancy Policy**
- **Staff Appraisal / Review and Development Policy**
- **Stress Policy**
- **Whistle Blowing Policy**



1 Introduction

The College is committed to the elimination of discrimination on the grounds of sex, marital status, sexual orientation, race, colour, nationality, creed, or religious belief, ethnic or national origins, age and disability. It is the right of every member of staff to work or study without fear of bullying, harassment or victimisation. The College recognises the problems associated with harassment and is committed to providing an environment in which all individuals can operate effectively, confidently and competently. If a complaint is brought to the attention of management, it will be investigated promptly and appropriate action taken.

1.1 Background

Harassment is a serious problem, which has often been dismissed as individuals being over sensitive. It can affect people's health, work performance, promotion, job prospects and thereby, the success of the College. Claims from individuals may be brought within the tribunal system as well as the court system under the current legislation:

- Sex Discrimination Acts 1975 and 1986
- Race Relations Act 1976
- Health and Safety at Work Act 1974
- Employment Rights Act 1996
- Disability Discrimination Act 1995
- The Criminal Justice Public Order Act 1994
- EC Resolution 1990 on the protection of dignity of women and men at work. A Code of practice on measures to combat sexual harassment
- Any other relevant legislation which may be enacted

An increasing number of claims are also being taken through the High Court to sue employers for breach of implied contract terms and for negligence.

Harassment is unacceptable to the College, whether or not it is unlawful.

1.2 What is Harassment?

Harassment is defined as any conduct which is unwanted by the recipient, or any such conduct based on the above characteristics which affects the dignity of any individual, or group of individuals at work. Harassment may be repetitive, or an isolated occurrence against one or more individuals.

Harassment may be:

- Physical - contact, assault or gestures, intimidation, aggressive behaviour
- Verbal - unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter based on any of the above characteristics
- Non-verbal - offensive literature or pictures, graffiti and computer imagery, isolation or non co-operation and exclusion from social activities
- Bullying - persistent, offensive, abusive, intimidating or insulting behaviour, abuse of power or unfair sanctions which makes the recipient feel upset, threatened, humiliated or vulnerable, which undermines their self-confidence and which may cause them to suffer stress.

Responsibilities

It is the duty of every member of the College and those visiting the College premises, to take responsibility for their behaviour and modify it if necessary, as harassment is not acceptable under any circumstances. In the event of a failure to do so, disciplinary action in accordance with the College's disciplinary procedure may be a consequence and anyone found responsible may also be held personally liable should the person who has been harassed undertake legal proceedings. Managers are required to ensure that the policy is effectively applied and that harassment does not occur.

Anyone experiencing harassment has the right to avail himself or herself of the procedure on harassment, irrespective of the right, which may exist to pursue a grievance through an Employment Tribunal or a Court of Law. The College will ensure that this policy is widely publicised and its contents made known to all staff, students, contractors and visitors.

1.4 Training

Training will be provided, as appropriate, to all staff as part of the induction process. Specific training will also be provided for managers to ensure they gain the knowledge, skills and awareness necessary to operate the College's policy and relevant legislation efficiently and effectively and to communicate this to their staff and students.

1.5 Supportive Framework

The College recognises that making a complaint of harassment is likely to be a distressing experience and that it may be difficult for employees to raise complaints directly with their line managers. Accordingly, employees and students may approach a colleague, or trade union representative to raise the issue with management on their behalf in line with procedure.

If one of the parties concerned in a personal harassment case has to be removed from the workplace, then as a matter of principle, the College will remove the alleged harasser rather than the complainant.

1.6 Review and Monitoring of the Procedure

It will be the responsibility of a member of the Senior Management Team to review and monitor the progress of the policy and procedure on an annual basis and recommend changes where necessary.

2 Procedure for dealing with Harassment

2.1 Introduction

This procedure has been designed to deal with complaints of harassment, which need to be handled in a sensitive manner. The procedure, therefore, seeks to ensure minimal stress for the complainant, timely resolution of complaints and a degree of flexibility appropriate to individual circumstances.

At all stages of the procedure, the need to maintain confidentiality will be paramount. Information circulation will be minimised to that which is necessary to ensure a fair investigation and hearing.

This procedure is separate from the disciplinary procedure, which may be used following the results of the investigation under this procedure. Alternatively, an incident may be so serious, or there may be sufficient evidence to proceed straight away with the disciplinary procedure.

If at any stage in this procedure an employee does not receive a response to a formal complaint in accordance with the specified or agreed time limits, or where the response is inadequate or inappropriate, the employee is entitled to raise the matter under the College's grievance procedure.

It is recognised that in bringing a complaint, the complainant must be protected from further harassment or detriment arising from the alleged incident and associated complaint.

2.1.1 Keeping a record

It is important that anyone who believes that they have suffered from harassment should keep notes of the details outlined below for each incident and that they are made as soon after the event as possible. Failure to keep notes will not preclude access to these procedures but it is encouraged.

Detailed notes should include the following:

- date;
- time;
- place;
- name of person harassing them;
- what actually happened;
- how the person actually felt at the time;
- name of any witnesses;
- action taken and whether reported to management;
- any correspondence relating to the incidents and subsequent complaints.

2.1.2 Right to be accompanied

The employee may have a friend/colleague/trade union representative present at all stages of the procedure.

2.2 Stage 1: Informal Resolution

Every effort will be made to resolve the issue informally in the first instance, if this is appropriate. As soon after the incident as possible, the individual should make it clear to the offender that the incident is not welcomed and should stop. If it is not possible for any reason to speak directly, this could be done by writing, or asking a colleague to do this for them. A note should be made of the action taken.

If the employee has not already done so, they should contact their line manager (if appropriate) for advice on the next stage. If the line manager is the person against whom the complaint is being made, the matter should be reported to the next manager above. Where the employee indicates that they would prefer to discuss the matter with a person of the same sex/race etc, this should be arranged whenever possible.

Any discussion will be confidential and no further action will be taken without the consent of the complainant. Unless the manager considers the incident so serious, in which case they will inform the employee of their need to take action against the alleged harasser, following consultation with the employee concerned.

One of the following courses of action may then be followed:

- to take no further action at this stage, but to record any future incidents as recommended above and to keep the situation under review, enabling the employee to seek further advice in the future if necessary;
- if the offender has not already been approached, then to ask the person to stop the offending behaviour and again keep the situation under review;
- to make a formal complaint.

2.3 Stage 2: Formal Complaint

Any individual is entitled to:

- expect managers to institute formal investigation/proceedings;
- institute grievance proceedings against management for failing to meet their responsibilities under the College's policy and procedure on harassment.

If the individual wishes to make a complaint this should be put in writing to their line manager, or the next in line manager if their immediate manager is implicated. The letter needs to specify that it is a formal complaint giving details of the incident(s).

3 How the Complaint will be investigated

3.1 Initial response

The investigation will be carried out by a panel comprising of the manager who received the complaint and an appropriate staff member. Neither should be connected with the case in any way. The manager should ensure that those carrying out the investigation should reflect the nature of the complaint in terms of race/sex/disability as far as possible. This may require bringing in a third person to the panel.

The person against whom the complaint has been made should be informed of the nature of the complaint and sent a copy of the letter and details of the procedure involved and advised to seek representation.

The investigating panel is required to protect the rights of both parties involved and ensure that both are entitled to a full and fair opportunity to put their version of events.

3.2 Time Limits

The investigation should normally be completed within 5 working days of the complaint being received. On occasions, it will not be possible to keep within this timescale. In such cases, the complainant and the alleged offender must both be kept informed of any need for an extension and the likely timescale for completion.

3.3 Possible suspension or redeployment during the investigation

In order to relieve the stress and pressure on one or both parties; to prevent the risk of further incidents and to prevent victimisation it may be necessary to suspend the alleged harasser.

Suspension under this procedure does not constitute part of the disciplinary procedure and will be on full pay.

The College may wish to consider granting of special leave in appropriate circumstances, upon the request of the complainant.

3.4 Meeting the parties involved

The panel will meet with the complainant and the alleged harasser separately and with their respective representatives. Detailed written statements will be taken, which the relevant parties should sign and date, confirming that they agree with the statements collected. Both parties should be given the opportunity to nominate witnesses whom they wish to be interviewed.

3.5 Meeting with witnesses

The panel will meet anyone else who was present or who has information that is relevant to the issue. Notes of this meeting will also be taken and the individuals called will be able to be accompanied by a friend.

Further interviews may need to take place to clarify or gain further information. The panel will also need to ensure that they have collected all relevant written materials.

3.6 Consideration of Information

The panel will, on completion of the investigation, review the material collected and decide whether the complaint is substantiated. In cases of sexual harassment, in no circumstances will evidence of the complainant's appearance and sexual attitudes be taken as relevant information.

In some cases, there will not be any witnesses and it will be one person's word against another's. In these cases, the panel will consider whether on the balance of probabilities, the incidents/actions occurred.

3.7 Further Action

The panel will consider the facts and will decide either to:

- take no action, that is the allegation has not been substantiated; or
- initiate the College's agreed disciplinary procedure; or
- take management action other than to initiate the disciplinary procedure.

The appropriate action will be notified in writing to both parties as soon as is practicable on completion of the investigation.

4 Keeping management records

After a complaint has been heard, the following storage arrangements should be followed:

Where the complaint is informal, no record will be kept on personal files, but it is recommended that the complainant makes a note of their meeting.

Where the complaint is not substantiated, then no record will be kept on the alleged offender's file.

Where the matter proceeds to a disciplinary hearing, then the storage of records should be in accordance with the disciplinary procedure.

5 Action when the complainant is dissatisfied

If the complainant or alleged harasser disagrees with the decision, then they have the right to raise this matter under the College's grievance procedure.

6 The disciplinary process

Where the disciplinary procedure is applied and the complainant is required to attend as a witness he/she is entitled to bring a work place colleague / trade union representative and have any questions directed through this person.



1. Introduction

The College is committed to practise an open and effective communications policy.

- 1.1 The primary purpose of the majority of communication in the College is to exchange information in an accurate, timely and courteous manner. This relates to both verbal and written communication. Written communication is defined as hard copy or electronic. Electronic refers to fax, email, web page, floppy disks, tapes and VHS tapes.

Communication includes letters, email, compliment slips, memoranda, minutes, newsletters, customer surveys, procedures, notices, advertisements and various forms of promotional material.

Appropriate language and tone should be used at all times. The communication should be conveyed clearly, courteously, and succinctly.

All communication shall contain the name of the originator(s), which may be an individual or a group. It must be dated.

The College is committed to the promotion of the Welsh language and its culture. Essential student information can be obtained on the web site in English and in Welsh.

2. Information on YMCA Wales Community College (the College) practices, policies and data is available to the Welsh Assembly Government (WAG), College personnel, students, partner organisations and the general public on request provided that the giving of information does not contravene the Data Protection Act.

To ensure that all stakeholders are kept appropriately informed of changes in practices and procedures the following communications policy has been set in place.

- 2.1 **Communications with WAG.** The Head of College consults directly with WAG on all matters, responding to all data requests.

- 2.2 Dissemination of Information to the Governing Body.** Senior Management team (SMT) communicates via letter and at meetings.
- 2.3 Issues concerned with Planning.** The Head of College consults with WAG, SMT, Governing Body and Partners.
- 2.4 Issues concerned with Financial Management.** The Head of College consults with WAG, SMT and Governing Body.
- 2.5 Issues concerned with Control and Audit.** The Head of College consults with SMT, Audit Committee External Auditors and WAG.
- 2.6.1 Issues related to the curriculum.** Head of College and SMT discuss general strategies. Outcomes are discussed at Curriculum and Quality Standards Committee Meetings – decisions ratified at Governing Body meetings that are minuted.
- 3.** All decisions are communicated to other staff and stakeholders as follows: -
- 3.1 Issues related to Contracts, Job Descriptions, Administration Procedures and Terms and Conditions of Employment.** All staff notified at induction. Back up information contained in tutor course file.
- 3.2 Issues related to Pay.** Head of College consults with Finance Officer and communicates information to tutors either by group meeting, one to one meeting or by letter. Back up information contained in tutor course file.
- 3.3 Issues related to Curriculum.** Head of College consults with SMT and tutors either at group meetings, one to one meetings or by letter. Minutes of meetings are taken. Other stakeholders and partners are consulted as appropriate. If learners are affected by decisions made they will receive written communication of any changes. Programme of courses made available to general public via posters, fliers, prospectus and websites.
- 3.4 Issues related to data collection.** At induction staff receive verbal and written information on the nature of data that needs to be collected.
- 3.5 Issues related to Monitoring and Evaluation.** Staff receive verbal information on the system for monitoring and evaluation that is backed up by information contained in tutor course file. Tutors receive written notice of date and time of course assessment visits.

Tutors are required to self evaluate their course and for students to complete written evaluation forms which are returned to headquarters office. All monitoring and evaluation forms are available for scrutiny by SMT and Curriculum and Quality Standards Committee Meetings.

- N.B. Minutes of all Committee Meetings are taken and are available for scrutiny by all interested parties.
Any new information is made available to stakeholders on a need to know basis within 14 days

4. College Newsletter

The College Newsletter is produced every term and is issued to staff via email.

5. Email

The preferred method of internal communication within the College is email.

Staff are urged to send documents as attachments to email messages and to only send hard copies if the recipient does not have access to a personal computer. All attachments should be opened at the earliest convenience to ensure that communication is effective and efficient. Where at all possible, staff are required to read email on a daily basis.

All users should proof read any emails before sending them, using the spell check and grammar facility. Any emails sent externally are a representation of the College and should therefore be constructed with this in mind.

Help with the use of email can be obtained from the MIS Officer.

6. External Mail

External mail that arrives each morning is sorted by the Data Processor / Administration Officer.

Mail for external posting can be deposited with the Data Processor/Administration Officer any time during the day. Items are normally sent second class unless specific postage is requested; the envelope is marked accordingly if anything other than the second class post is required.

7. Written Communication

When corresponding externally, staff shall use the College headed paper. All staff should proof read any letters before sending them. Any letters sent externally are a representation of the College and should therefore be constructed with this in mind.



1. Introduction

The following principles are fundamental to the College's disciplinary policy and will be adhered to throughout the disciplinary process.

- No disciplinary action will be taken against a staff member until the case has been fully investigated.
- At every stage in the procedure the staff member will be advised of the nature of the complaint against him/her and will be given the opportunity to state his/her case fully before any decision is made.
- At all stages the staff member will have the right to be accompanied by another person of his/her choice during the disciplinary interview. This person will normally be a colleague and may have the same speaking rights as the member of staff.
- No staff member will be dismissed for a first breach of discipline except in the case of gross misconduct or gross negligence.
- A staff member will have the right to appeal against any disciplinary penalty imposed.
- The disciplinary procedure consists of four possible stages. It may be implemented at any stage if the alleged misconduct or negligence warrants such action.

2. The Procedures

The procedures outlined in the following pages are designed to deal with:

1. unsatisfactory work performance
2. unsatisfactory behaviour, misconduct or negligence
3. gross misconduct or gross negligence

The Stages within the Procedures

When dealing with:

- unsatisfactory work performance and
- unsatisfactory behaviour, misconduct or negligence

There are five possible stages to follow.

These are:-

| | | |
|----------------|---|---------------------------|
| Stage 1 | - | verbal warning |
| Stage 2 | - | written warning |
| Stage 3 | - | meeting with staff member |
| Stage 4 | - | final written warning |
| Stage 5 | - | dismissal |

Depending on the seriousness of the incident/offence/unsatisfactory behaviour or work performance, the procedure may be invoked at any level. The staff member will be informed of the stage in the procedure to be adopted. (In all cases the staff member must be warned before a dismissal takes place).

When dealing with gross misconduct or gross negligence these are situations when The Head of College consider the incident is of such a serious nature that the procedures normally applied (i.e. stages 1-3) are not warranted. In these circumstances the staff member will be dismissed immediately and without warning.

3. Unsatisfactory Work Performance

Minor criticisms from time to time will be dealt with informally by the Head of College, who will correct any misunderstandings, reiterate the standard required and discuss areas for improvement. It is expected that in most cases this informal discussion will quickly resolve most difficulties.

If unsatisfactory performance continues, the Head of College will carry out disciplinary action according to the following procedure:

Stage 1 Verbal Warning

Staff member will be advised of:

- the areas of unsatisfactory performance
- that it is the first stage of the disciplinary procedure
- the consequences of continued unsatisfactory performance
- right to appeal

Any re-training which is necessary will be arranged.

A note of the verbal warning will be placed on the staff member's personal file.

Stage 2 Written Warning

Written warning given if standard of work continues to be unsatisfactory.

Staff member will be told:

- of details of unsatisfactory performance
- of the improvement required and by when it is to be achieved
- that action under Stage 3 will be considered if there is no satisfactory improvement
- of the right to appeal

Stage 3 Meeting with Staff Member to discuss the above

Stage 4 Final Written Warning

Final written warning given if either standard of work continues to be unsatisfactory, or if the work performance is sufficiently unsatisfactory to warrant a final written warning.

Staff member will be told:

- of details of unsatisfactory performance
- of the improvement required and by when it is to be achieved
- that dismissal or whatever penalty is considered appropriate will result if there is no satisfactory improvement
- of the right to appeal

Stage 5 Dismissal

The staff member will only be dismissed after consideration of all other possible disciplinary action including (but without limitation) demotion or transfer, loss of seniority and salary suspension with or without pay.

4. Unsatisfactory Behaviour, Misconduct and Negligence

The following is a list of examples of unsatisfactory behaviour, misconduct and negligence. However it should not be considered exhaustive:

- poor timekeeping
- unacceptable absence
- persistent wilful absenteeism
- time-wasting
- use of foul language
- poor relationships with other members of staff
- unacceptable personal behaviour
- negligent failure to comply with Health and Safety regulations/Equal Opportunities Policy
- negligent failure to follow Colleageal accounting procedures
- negligence resulting in minor loss, damage or injury
- failure to comply with a specific instruction

Minor criticisms will be dealt with informally by the Head of College, who will correct any misunderstandings, reiterate the standard required and discuss areas for improvement. The staff member will be informed that no formal disciplinary action is being taken.

However if the matter is more serious or if the minor criticisms continue to be valid, the Head of College will carry out disciplinary action according to the following procedure.

However before any disciplinary action is taken:

- all criticisms and allegations of unsatisfactory behaviour and misconduct will be thoroughly investigated with care being taken to establish all the relevant facts
- staff members will always be given the opportunity to comment and explain

Five Stages

As with unsatisfactory work performance, there are five stages to follow in cases of unsatisfactory behaviour, misconduct and negligence. These are:

- | | | |
|----------------|---|---------------------------|
| Stage 1 | - | verbal warning |
| Stage 2 | - | written warning |
| Stage 3 | - | meeting with staff member |
| Stage 4 | - | final written warning |
| Stage 5 | - | dismissal |

5. Gross Misconduct and Gross Negligence

If a staff member is dismissed for gross misconduct / negligence it will be a summary dismissal i.e. without notice or salary in lieu of notice.

The following list provides examples of gross misconduct and gross negligence. However it is not an exhaustive list.

If a staff member is unclear about any regulation it is his/her responsibility to seek further explanation from the Head of College.

- dishonesty
- fighting, assault, threatening behaviour
- deliberate damage to Collegeal property
- gross insubordination
- deliberate disregard of duties or of instructions relating to employment
- criminal acts which occur outside employment but which are relevant to the staff member's employment with the College
- smoking in prohibited areas
- deliberate breach of safety regulations
- deliberate disclosure of confidential information
- use for personal ends of confidential information obtained by the staff member in the course of his employment
- deliberate failure to implement Equal Opportunities policy
- sexual / racial harassment
- misuse of Collegeal funds
- fraud, which involves the use of deception to obtain an unjust or illegal financial advantage
- intentional mis-statements in, or omissions of amounts or disclosures from accounting records or financial statements
- being under the influence of drink or drugs during working hours
- negligence which resulted in or could have resulted in serious losses, damage or injury
- conduct violating common decency

If a staff member is accused of gross misconduct / negligence the matter will be investigated as soon as reasonably possible. Where it is not possible to carry out an immediate investigation, the staff member may be suspended on full pay while the investigation is taking place.

Suspension

While every effort will be made to deal with cases speedily, it may be necessary to suspend a staff member while investigations are taking place. Such suspension will be with full pay.

The reason for suspension will be explained to the staff member. While being reasonable it should be no longer than is absolutely necessary. Suspension should not be used to defer Head of College's decision making.

6. Appeal

If a member of staff is dissatisfied with the outcome of any stage of the disciplinary procedure he/she may appeal either verbally or in writing within 3 working days of the disciplinary decision to the Head of College. The decision of any appeal hearing is final.



1 Introduction

The purpose of this Policy is to promote good practice throughout the College.

The College is committed to achieving equality of opportunity for all people who work and study at the College and recognises the requirements under:

- the Sex Discrimination Act 1975 (as amended),
- the Race Relations Act 1976 (as amended),
- the Equal Pay Act 1970 (as amended) and
- the Disability Discrimination Act 1995, together with associated codes of practice.
- Any relevant future legislation

2 When a Vacancy Occurs

The College will consider:

- Whether it is necessary to fill the vacancy.
- Whether there should be any change of duty.
- Whether changing work patterns, organisation or technology have produced a different job, or the work can be distributed in a different way.
- The nature of the replacement, e.g. full-time, part-time, permanent, temporary, etc.
- Whether the post could be considered for job share, part-time working, etc.

3 Equal Opportunities

- The College will ensure that the College's equal opportunities policy is adhered to.
- The College will monitor vacancy and recruitment data in accordance with its procedure.
- Statistical information on all stages of the recruitment exercise will be collated to inform the College including recognised trade unions of performance against the equal opportunities policy.

4 Filling the Vacancy

- A job description and person specification will be produced for every post, defining reporting relationships, the purpose of the post, the main duties, key relationships within and outside the College and the competencies required by the post.
- Applicants will be provided with a summary of the terms and conditions of employment, information about the College, the equal opportunities policy and details of the relocation package if appropriate.
- All documentation will be checked for equal opportunities implications.
- All vacancies will be advertised in medium appropriate to the particular circumstances of the vacancy.
- Consideration will be given to undertaking appropriate positive action if one gender or race has been under-represented in a given post/level in the present year.
- Every effort will be made to provide information in an appropriate accessible format on request.

5 Short Listing and Selection

- Candidates will be asked if they have any special requirements at interview.
- All interview materials should be available in an appropriate accessible format on request.
- Short listing will be based on the requirements of the job description and person specification and will be carried out by the Line Manager and Head of College.
- All members of the short listing panel should be trained in recruitment and selection and equal opportunities.
- The interview will be conducted by a panel. All questions will be related to job requirements/performance.
- The candidate will be told at the end of the interview when they may expect to be informed of the outcome.
- The panel will ensure that the candidate is familiar with the full terms and conditions of the post.

6 Appointment

- Offers will be made subject to the receipt of satisfactory references, a positive 'satisfactory' medical, and police and list 99 checks (where appropriate). The recruitment literature will state clearly how references will be used, when they will be taken up and what references will be required.
- Qualifications of the successful candidate will be checked thoroughly.
- A statement of particulars will be issued within eight weeks of employment commencing.
- All new employees will be appointed subject to a probationary period of employment during which period their performance will be reviewed with them by their Line Manager.

7 Feedback

- Unsuccessful candidates will be given feedback upon request.
- Any complaints received will be dealt with promptly by the nominated person.

8 Documentation

- At all parts of the recruitment and selection process, all employees engaged in the recruitment process will make notes on each applicant.
- All relevant documentation will be collated on every applicant at the end of the process, and retained by the personnel department for a minimum of nine months.

9 Induction

- Where appropriate Information gained from the selection process may form the basis for a development plan for the individual's first year.
- Induction will be conducted at the earliest opportunity for all new workers, including introductions, tours and administrative details.
- Every effort will be made to provide any adaptation/equipment required for a disabled employee from the commencement of duties.
- A more extended induction programme should include an assessment of developmental needs, supportive supervision, mentoring and regular reviews of progress.



Employee Sickness Leave Policy

1 Introduction

- 1.1 The purpose of this policy is to set out the rights, entitlements and obligations of all employees who are absent from work owing to sickness, injury or other disability.

2 Statutory Sick Pay

- 2.1 The College has an obligation to pay Statutory Sick Pay (SSP) on behalf of the Benefits Agency, to all employees who are eligible to receive it. This policy explains regulations affecting entitlement to Occupational Sickness benefits and the effects of SSP upon these benefits.

3 Entitlement to Paid Sick Leave

- 3.1 This policy will apply to all employees of the College. The entitlement to occupational sick pay increases according to the length of the employee's continuous service (see 3.2 below). The date from which continuous service will be calculated is as stated in the employee's contract of employment.
- 3.2 Subject to the provisions of this policy, employees will be entitled to the following periods of sick leave:

| <u>Service</u> | <u>Sick Pay</u> |
|--|--|
| During 1st 3 years of service | 1 month's full pay |
| During 4th year of service | 3 month's full pay |
| During 5 th year of service | 3 month's full pay and 3 months half pay |
| After 5 years service | 6 month's full pay and 6 months half pay |

Note: For the purposes of calculating entitlement to Occupational Sick Pay, 'one month' is equivalent to a calendar month.

On the introduction of this policy, those employees who do not have maximum sick pay benefits as set out above will attract the sick pay entitlement allowed for within the shortest period of this or the previous contract.

- 3.3 For the purposes of this policy, sick pay entitlement is based on service completed as at the first day of sickness. When determining payment for sickness, account is taken of all periods of sickness during the preceding 12 months as at the first day of sickness.

- 3.4 The College has the discretion to extend an employee's entitlement to paid sick leave (on either full or half pay) in exceptional circumstances. In exercising this discretion, the College will take into account the seriousness of the case, and the likely beneficial effect of such action in relieving anxiety and therefore speeding recovery.
- 3.5 If the employee is entitled to receive SSP, or is in receipt of any other allowances or benefits these will be offset against any entitlement to full pay.
- 3.6 Where the employee is entitled to receive half pay, the total sum of pay plus SSP, if appropriate, and any other benefits or allowances, must not exceed full pay. If necessary, the half pay allowance will be reduced.
- 3.7 If a public holiday, pre-booked annual leave or an efficiency closure day occurs during a period of sick leave, the employee will continue to receive sick pay. However, no payment will be made for a public holiday which occurs during a period of unpaid sick leave. Annual leave entitlement continues to be accrued during periods of sickness absence and may be taken upon return to work, during the holiday year in which it is accrued.
- 3.8 In determining an employee's normal pay for the purposes of the policy, the Governing Body will include any regular paid overtime which is an express requirement of their terms of employment.
- 3.9 A period of absence due to injury sustained by the employee in the actual discharge of his/her duties, and which is not attributable of any fault of his/her own, will not normally be recorded for the purposes of this policy.

4 Notification & Certification of Sickness Absence

- 4.1 An employee who is unable to attend work because of sickness must notify the College as soon as it is reasonably practicable and should comply with reporting arrangements in place within the College.
- 4.2 If the absence continues beyond the 3rd day, the employee must contact the College again to explain the nature of the illness and the probable duration of the absence.
- 4.3 An employee returning to work after a period of sickness absence of more than three days is required to complete a self-certification statement, giving the reasons for absence up to and including the first seven calendar days. Failure to complete a self-certification form may result in loss of pay.
- 4.4 A medical certificate, completed by a qualified medical practitioner, must be submitted for any absence which exceeds seven days. Subsequent certificates must be submitted if the absence continues beyond the period covered by the initial statement. The length of absence covered by each certificate will normally be determined by the medical practitioner. Exceptionally, the College may require certificates at more frequent intervals.

- 4.5 Where the first medical certificate covered a period of more than fourteen days, or where more than one certificate has been necessary, the employee may be required by the College to obtain a final certificate indicating his/her fitness to resume duties before returning to work.
- 4.6 An employee who goes into hospital or other similar Colleges is required to submit a doctor's statement on admission and on discharge.
- 4.7 When a member of staff is ill immediately before a period of planned leave, a medical certificate is to be produced certifying fitness to return before the leave period can commence.
- 4.8 Where the College requires an employee to obtain a doctor's statement solely for the purpose of qualifying for sick pay under this scheme (e.g. as in paragraph 3.4), the College will refund any charge made for such a statement.
- 4.9 The College may require an employee who is unable to work as a consequence of illness to submit to an examination by a medical practitioner nominated by the College. In such cases, the provisions of the Access to Medical Reports Act 1988 will apply. Any costs incurred in connection with such an examination will be met by the College.

5 Absences Due to Injury Caused by Accidents

- 5.1 No allowance will be payable under this scheme in the case of accidents due to active participation in sport as a profession arising outside an employee's employment relationship with the College, or accidents attributable to the employee's own misconduct.
- 5.2 An employee who is absent as a result of an accident, will not be eligible to receive occupational sick pay if damages for loss of earnings might be receivable from a third party. However, the College may pay the employee in advance, the amount of which will not exceed any entitlement under this policy, subject to the employee signing an undertaking that the total amount of the advance will be refunded, or, if the damages for loss of earnings paid are less than this total, the actual amount of the damages for loss of earnings received. Where such an advance is refunded in full, the absence will not be recorded for the purposes of this scheme. Where only part of the advance is refunded, the College will decide the length of the period of absence which should be recorded after consultation with the employee.

6 Termination or Suspension of Allowances

- 6.1 The provisions of this scheme will cease to apply from the date on which an employee retires, whether by reason of permanent ill-health, infirmity of body or mind, or by reason of age.
- 6.2 If the College becomes aware that an employee may have failed to comply with any requirement under this policy, or that he/she is guilty of conduct which might prejudice recovery, the payment of occupational sick pay may be suspended. In such circumstances, the College will undertake all necessary steps to confirm the non-compliance with requirements and will invite him/her to make any observations. The employee will be given the opportunity to put his/her case before the Head of College. If it is decided that the employee has failed, without reasonable excuse, to fulfil the requirements of the scheme, or that he/she has been guilty of conduct prejudicial to recovery, then no further payments will be made in respect of that period of absence. The employee has the right to invoke the College Grievance Procedure where they consider they have been treated unfairly.

7 Sickness During Annual Leave

- 7.1 An employee who falls sick during annual leave should be regarded as being on sick leave from the date of the medical certificate and further annual leave suspended from that date. Where an employee is absent, due to sickness, annual leave will accrue in the normal way.
- 7.2 For the purposes of this clause, planned leave entitlement commences 1st January each year and concludes 31st December.

8 Employees Who Fall Sick Abroad

- 8.1 The following outlines the procedure for managing situations where employees are taken ill whilst abroad:
- The employee must give to their manager a contactable address/telephone/fax/e-mail through which communications can be directed.
 - Statements to verify a certifiable period of illness should be obtained from a recognised medical practitioner or hospital consultant in the country in which the illness has occurred and this should be sent to the appropriate manager by the eighth day of absence and at regular intervals thereafter. A statement of fitness to work on the termination of the illness should also be obtained if the employee is still abroad at that time.

- If an employee returns to this country whilst still ill, s/he should immediately see his/her GP or hospital consultant for treatment and obtain another statement to verify the illness.
- In both cases mentioned above, the College may require any medical reports made by the medical personnel in the country concerned, to be made available for inspection by the GP or hospital consultant.
- Where leave without pay is taken for holidays abroad, with or without the addition of paid annual leave, contracts of employment will be suspended for any illness occurring during the period of unpaid absence which will not come within the statutory sick pay scheme.
- Employees are advised that (particularly with regard to the last item above), arrangements have been made by the Department of Social Security for claimants to be paid sick pay when taken ill in EC countries but this does not apply anywhere else and they should ensure their holiday insurance covers them for such eventualities.
- Employees should ensure that the SSP procedure is carried out in full, as those who do not demonstrate every reasonable effort to comply with the requirements, will not be paid in accordance with sick pay provisions.



1 Introduction

The College recognises the need for effective policies, which play a key part in supporting an appropriate work life balance. Such policies are intended to:

- allow a more effective combination of home and work responsibilities;
- enhance equality of opportunity at work;
- maintain the competitive advantage of the organisation by retaining skilled and valued employees.

1.2 Facilitating time off for urgent family reasons is an important aspect in effective College management (See also the wider family definition of a close relative in 4.1.2).

2 Scope

2.1 This agreement describes entitlements to compassionate, paternity, and dependants' emergency leave for all employees at the College. Employees are also encouraged to refer to other related policies such as maternity and parental leave.

3 Purpose

3.1 This agreement recognises that employees of the College need to have the opportunity to take time off work for urgent family reasons in cases of sickness or accident as well as leave for other family purposes. This guidance provides a structure for such leave and a flexible system of managing and taking leave.

4 Compassionate Leave

4.1 Eligibility & entitlements

4.1.1 Compassionate leave is available to all staff regardless of length of service. It is intended to assist staff in the event of bereavement or serious illness of a close family relative. Staff will be eligible for up to a maximum of 10 days paid leave in any year, a year being a rolling 12-month period.

4.1.2 A close relative will include spouse, partner, parents, grandparents, brother, sister or child. The College will also consider applications for leave in the case of individuals treated as close relatives but not included above.

- 4.1.3 Following discussion with the Head of College, the Line Manager will agree the number of days for any individual giving consideration to the details of each application.
- 4.1.4 The College will consider applications for additional compassionate leave for those who have to travel significant distances overseas to attend a funeral, or in the case of caring for terminally ill dependants.

5 Paternity Leave

5.1 Eligibility for paternity leave

- 5.1.1 Staff who are partners of pregnant women, and who have at least 6 months' continuous service by the 15th week before the child is expected to be born, are entitled to access the College paternity leave benefits. This is in addition to the right to parental leave.

5.2 Entitlements

- 5.2.1 Such staff are entitled to 5 days' paid time off, taken in a block or used separately. Paternity leave can take place at any point following the 11th week before the partner's expected week of confinement and up to 18 weeks after the birth.

- 5.2.2 Notification of the intention to take paternity leave should be made in writing as soon as possible.

5.3 Application process

- 5.3.1 Employees should apply for paternity leave to the Head of College stating the intended date/s of paternity leave and should give as much notice as is practicable.
- 5.3.2 Employees are required to provide a certificate of confinement or birth to validate their application. This can include the Mat B1, followed by the birth certificate.

6 Dependants' Emergency Leave

6.1 Eligibility

- 6.1.1 Employees have the right to take dependants' emergency leave during working hours.
- 6.1.2 The right applies to all employees regardless of length of service, hours worked, permanent or temporary.

6.1.3 Employees are entitled to take reasonable time off in order to take action necessary in relation to the types of circumstances set out in 6.3 below.

6.2 What is a dependant?

6.2.1 A dependant is defined for the purposes of this procedure as an employee's wife, husband, partner, child, parent, dependant relative, or someone who lives in the same household as the employee but who is not his or her employee, tenant, lodger or boarder.

However, the definition of dependant can be extended to any other person who relies on a College employee for the provision of care arrangements.

6.3 When leave may be taken

6.3.1 Employees may take reasonable time off during working hours in order to take action necessary to deal with the following types of emergencies:

- to provide assistance on an occasion when a dependant falls ill, gives birth or is injured or assaulted;
- to make arrangements for the provision of care for a dependant who is ill or injured;
- because of the unexpected disruption or termination of arrangements for the care of a dependant; or
- to deal with an incident that involves a child of the employee and which occurs unexpectedly in a period during which an educational establishment that the child attends is responsible for him or her.

These are examples of instances which may require leave; however, the College will give consideration to requests for leave which are not included above but may require the support of the College. Illness and injury do not necessarily have to be serious or life threatening and may be linked to a dependant with a deteriorating condition requiring occasional support. The College will consider sympathetically each individual request for dependants leave considering the merits and circumstances of the specific case.

6.4 Procedures for taking leave

6.4.1 In cases of emergency employees are required to contact their Line Manager or the Head of College if the Line Manager is unavailable.

6.4.2 The College will allow employees reasonable time to do what is necessary in any particular given situation. Agreement should be reached regarding what time is required and for what purposes, though it is accepted that the employee may need to alter the initial agreement depending on the circumstances. Each request will be considered individually in the context of the particular circumstances.

In any event the employee will be entitled to paid leave not exceeding one day for each occasion.

- 6.4.3 There is no limit to the number of occasions on which an employee can exercise the right to take time off; however, such leave should be for genuine emergencies and unforeseen matters. Employees should therefore utilise annual leave, or parental leave for any planned absence as dependants leave is not intended for such purposes.
- 6.4.4 Permission for leave should not be unreasonably refused. Employees who feel they have not been treated reasonably in relation to such leave should access the College grievance procedure.

7 Terms and Conditions of Employment

7.1 Contract

- 7.1.1 The employee's contract and continuity of service will continue during any periods of unpaid family or dependants leave, whether the leave is paid or unpaid.
- 7.1.2 Entitlement to other contractual benefits during periods of unpaid leave will be a matter for local agreement between the College and employees or their representatives. Employees may wish to continue to make pension contributions during unpaid periods of absence to maintain continuity of pensionable service.

8 Records

- 8.1 The College will keep records of family and dependants leave taken by employees.
- 8.2 The employee agrees to the College complying with any reasonable requests to disclose relevant records to the employer of an individual who was previously employed at the College.

9 General

- 9.1 Any attempt by an employee to act dishonestly in respect of any element of the College's family and dependants leave policy will be regarded as serious misconduct and will result in the employee being subject to the College's disciplinary procedure.
- 9.2 If an employee believes that they are not being treated fairly in relation to the right to take family or dependants leave, the matter should be dealt with through the grievance procedure or by contacting the Head of College if the

issue needs to be resolved quickly. In either case the employee is entitled to be accompanied by a Trade Union representative or work place colleague / trade union representative of his or her choice.

- 9.3 This policy will be reviewed on a regular basis, in the first instance, 18 months from the date of publication.



Grievance Policy

1. Introduction

This policy shall apply to all members of staff other than the Head of College. The procedure aims to help to resolve individual grievances in a manner which is as fair and expeditious as possible. It is the College's policy to find a solution to individual grievances as early in the procedure as possible.

Where separate procedures exist which deal with complaints relating to e.g. harassment, bullying, health and safety issues etc., the complaints should be dealt with in accordance with that procedure. The outcome of that procedure may result in referral to the grievance and/or disciplinary procedure at an appropriate stage. Employees who have a grievance or those against whom a grievance is raised have the right to be accompanied and represented by a work place colleague / trade union representative of their choice at every stage. Every effort will be made to resolve the grievance at the informal stage.

In certain circumstances and where mutually agreed following consultation with the Governing Body, it may be necessary for earlier stages to be bypassed and the procedure to commence at a later stage.

If the grievance is against the immediate line manager, then the person to whom the grievance should be sent should be senior to the line manager.

If the grievance is against the Head of College, it should be sent to the Chairman of the Governing Body.

2. Stage 1 - Informal Discussions

- 2.1 If an employee has a grievance relating to his/her employment, the matter should be raised initially with the employee's immediate line manager. The grievance should be raised orally in the first instance. In the event that the grievance relates to the employee's immediate line manager who would normally deal with a grievance at this stage, the grievance should be referred to the Head of College.
- 2.2 The Head of College will attempt to resolve the complaint informally. He/she shall enquire into the grievance and will discuss it with the complainant and will normally communicate the decision to the complainant orally within 5 working days after the complaint is received. In the event that the complainant does not find the decision acceptable, he/she may request the decision in writing, which will be provided within 2 days. Most grievances will be resolved at this stage.

3. Stage 2

- 3.1 If the complaint is not resolved to the satisfaction of the employee at Stage 1, an appeal may be submitted, in writing, to the Head of College within ten working days of receipt of the decision reached at Stage 1.
- 3.2 The employee will be entitled to have a meeting with the Head of College and to be accompanied and represented by a work place colleague / trade union representative.
- 3.3 The Head of College will consider the appeal and may be supplied with all of the documentation submitted in relation to the earlier stages of the procedure.
- 3.4 The Head of College will issue and send to all parties, copies of a written decision within ten working days of receiving the appeal in writing. Such decision will be final.



Maternity Leave Policy

1 Introduction

- 1.1 The College recognises the need for effective policies, which play a key part in supporting an appropriate life-work balance. This policy is intended to allow a more effective combination of home and work responsibilities; enhance equality of opportunity at work; maintain the competitive advantage of the organisation by retaining skilled and valued employees.

2 Scope

- 2.1 This policy describes maternity rights, entitlements and obligations for all employees at the College. Employees are also encouraged to refer to other related policies such as the Family and Dependants Leave Procedure and the Parental Leave Procedure.
- 2.2 The College has an obligation to pay Statutory Maternity Pay (SMP) on behalf of the Social Security Benefits Office to all employees who are eligible to receive it. This policy explains entitlements to both statutory and contractual maternity benefits.

3 Ordinary Maternity Leave (OML)

- 3.1 All employees, regardless of length of service and number of hours worked, have the right to a statutory minimum of 18 weeks' maternity leave. Employees maternity leave period must include the 2 weeks immediately after childbirth. This is the compulsory maternity leave period.

4 Giving Notice to Start Maternity Leave

- 4.1 A woman who wishes to take maternity leave (OML), must give the College notice, at least 21 days before the date on which she wants to start her maternity leave and pay, of the following:
- (a) that she is pregnant; (confirmed by production of a certificate from a GP or registered midwife (form MATB1);
 - (b) the expected date of childbirth;
 - (c) the date on which she wishes to start her maternity leave;

- (d) if the woman wishes to claim contractual maternity pay, she should also confirm that she intends to return to work at the end of the maternity leave period.

- 4.2 If it is not reasonably practicable for the woman to give this notice 21 days in advance, then she must provide the information as soon as reasonably practicable.
- 4.3 The employee may decide when she wishes to start her maternity leave, and she may start at any time after the beginning of the 11th week before the week in which childbirth is expected. However, if she is absent from work with a pregnancy-related illness during the last six weeks of her pregnancy, her maternity leave will start automatically.
- 4.4 Where childbirth occurs before the notified leave date or before she has notified such a date, she should notify the College that she has given birth as soon as is reasonably practicable after the birth.

5 The Right to Return to Work after Maternity Leave

5.1 Ordinary Maternity Leave

A woman who wishes to return to work at the end of 18 weeks ordinary maternity leave period, is entitled to return to the same job that she left. She does not have to give the College any notice, unless she wishes to return to work before the end of the 18 weeks, in which case 21 days notice is required.

- 5.2 If the employee's job becomes redundant during the course of her maternity leave, the College will offer her any other suitable alternative work that becomes available. She will have the right to be considered for such work, even though she is on maternity leave. The offer will be made before her previous employment ends and the new employment will follow on immediately from this. It must involve suitable work and the terms and conditions will not be less favourable than the old contract. If there is no suitable vacancy or the employee rejects the offer of suitable alternative employment then the employer is entitled to terminate the employment by reason of redundancy. In such cases the employee will be entitled to receive redundancy pay in line with her statutory and contractual entitlements.
- 5.3 If a woman returning from maternity leave wishes to return on a part-time basis, the College will give consideration to any such request. Returning to work on a part-time basis can be:

- either a phased return, or return to a reduced working day; or
- on job sharing

Such arrangements could be either:

- a short-term arrangement; or
- a permanent reduction.

It could also be for a set period of time, leading to a return to full hours. Such arrangements will be on a fractional basis.

Where changes to working are not possible, the reasons will be fully discussed and put in writing to the employee concerned.

6 Maternity Pay

6.1 Statutory Maternity Pay

A woman will be eligible to receive statutory maternity pay (SMP) if she satisfies the following criteria:

- (a) she must have been employed by the College for at least 26 weeks continuing into the 15th week before the expected week of childbirth; and
- (b) she must be earning an amount equivalent to at least the lower earnings limit for National Insurance contributions; and
- (c) she must still be pregnant at the 11th week before the expected week of childbirth;

and

- (d) she must have stopped work wholly or partly because of her pregnancy, or her confinement.

6.2 SMP is payable at the rate of 90% of the employees average weekly earnings. This is payable for the first 6 weeks of maternity leave. The remaining 12 weeks will be paid at the current SMP lower rate.

6.3 Not all employees will be eligible for SMP, in which case they should apply to the Benefits Agency, to see whether they may be entitled to maternity allowance. An application form will be provided by the College.

6.4 Pensions Contributions

6.5 A woman in receipt of remuneration, whether salary, or SMP, or both, will be treated as though they are working normally for the purposes of access to occupational pension scheme membership and benefits. The College will pay the normal contribution towards the pension scheme for the period of ordinary maternity leave. The employee is only required to pay contributions on the amount of actual remuneration, or SMP she is in receipt of.

6.6 Employees who wish to continue contributions during this period of unpaid maternity leave, should contact the pension authority to obtain the appropriate advice on how to do so.

6.7 Early Births

If the baby is born early but after the employee has started to receive SMP, SMP will continue to be paid. If the employee has not yet started to receive SMP, it will be triggered. For the purpose of calculating the return to work, calculate from the beginning of the week in which the baby is born.

6.8 Late Births

If the baby is born after the EWC, SMP is not affected. For the purpose of calculating the return to work date, calculate from the beginning of the week in which the baby is born. This is particularly important when calculating the AML period, which can be up to 29 weeks from the beginning of the week in which the baby is born.

6.9 Stillbirths

In the unfortunate event of a stillbirth, the employee continues to be entitled to SMP, if the child is born after the 24th week of pregnancy. She will also be entitled to the maternity leave period. In the event of a miscarriage during or before the 24th week of pregnancy, provisions and regulations of the sick pay scheme will apply.

6.10 Circumstances in which SMP is lost

An employee will lose her right to receive SMP if:

- (a) She goes abroad outside of the European Community.
- (b) She is taken into legal custody.
- (c) She starts work for another employer.
- (d) She returns to work.

7 Time Off for Ante-Natal Care

7.1 A pregnant employee is entitled to take paid time off for antenatal care appointments. Evidence of appointments must be provided to the line manager upon request.

Reasonable requests for time off for parent classes will be considered, and should be made to the Line Manager

8 Protection of New and Expectant Mothers

8.1 The College is committed to creating and maintaining a healthy and safe working environment. This is particularly important in relation to the safety of new and expectant mothers. As part of normal Health and Safety practices the College will risk assess work areas. In addition the College will undertake the

following in order to create a healthy workplace for new and expectant mothers:

- 8.2 Work areas will be risk assessed to take account of particular risks to new and expectant mothers. This will be carried out as soon as possible after notification of pregnancy.
- 8.3 Employees will have the right to transfer from hazardous work areas, or hazardous work, without loss of pay or status, to suitable alternative work and/or alter hours / work conditions if suitable actions can not be identified to avoid an assessed risk.
- 8.4 An employee may be temporarily suspended, on full contractual pay, from the site in order to maintain an appropriate level of safety if suitable temporary alternative employment can not be found, and/or the expectant mother is a night worker who has a medical certificate which recommends restricting her work schedule/times.
- 8.5 Suitable accommodation will be provided for new and expectant mothers to allow for appropriate rest periods, or to express milk.
- 8.6 Health and Safety management will be undertaken in accordance with The Management of Health & Safety at Work Regulations 1999.

9 General Issues

- 9.1 Maternity leave is not sick leave, and will not be taken into account when calculating any period of sick leave entitlement.
- 9.2 During the 18 weeks ordinary maternity leave period, the contract continues to run and the employee continues to accrue annual leave. Any salary increases awarded to other staff will also apply.
- 9.3 Any employee who is unable to return to work at the end of their maternity leave period due to illness, will be treated as if they were on sick leave, and will therefore be entitled to sick pay.
- 9.4 Periods of maternity leave and maternity absence are regarded as continuous service for the purpose of calculating entitlements to employment benefits.
- 9.5 If in the early months of pregnancy, an employee is advised by an approved medical practitioner to absent herself from work because of the risk of rubella, she will be entitled to leave with full pay.
- 9.6 Women are protected from unfair treatment due to pregnancy, childbirth or taking maternity leave.
- 9.7 This scheme will be reviewed on a regular basis in accordance with legislative developments and the need for good practice within the College.



1 Introduction

The College recognises the need for effective policies, which play a key part in supporting an appropriate work life balance. Such policies are intended to allow a more effective combination of home and work responsibilities; enhance equality of opportunity at work; maintain the competitive advantage of the organisation by retaining skilled and valued employees.

2. Scope

This policy describes entitlements to parental leave for all employees at the College. Employees are also encouraged to refer to other related policies such as the Family and Dependants Leave Procedure and the Maternity Leave Procedure.

3. Purpose

This policy recognises that parenthood brings additional responsibilities. The purpose of this policy is to set out the initiative, which is intended to assist employees to combine their careers with parenthood and family responsibilities.

4 The Right to Parental Leave

4.1 Employees with at least one year's continuous service are entitled to take a total of up to 13 weeks' unpaid parental leave if they have, or expect to have, responsibility for a child.

4.2 Employees (both mothers and fathers) are entitled to parental leave in respect of each of their children, born or adopted, and this must be taken before the child's fifth birthday except:

in the case of adopted children, where the leave may be taken up to either 5 years from the date on which the child is placed with the employee for adoption, or the child's 18th birthday, whichever is the earliest date;

in the case of children entitled to disability living allowance, where the leave may be taken up to the child's 18th birthday.

5 When Parental Leave May Be Taken

Normally, leave should be taken in blocks of not less than 1 week.

However, where circumstances permit, consideration will be given to leave being taken in blocks of less than 1 week, subject to a maximum of 4 occasions in any one year.

6 Notice/Evidentiary Requirements

- 6.1 In order to be able to take parental leave, employees need to give appropriate notice to the College of intent to take leave and must comply with any request made by the College to produce any appropriate evidence.
- 6.2 An application to the Head of College is required from an employee intending to take parental leave. It should:
 - (a) specify the dates on which the period of leave is to begin and end; and
 - (b) be submitted at least 21 days prior to taking the leave, unless there are exceptional circumstances.
- 6.3 In order to establish an employee's entitlement to parental leave, the College may request evidence of:
 - an employee's responsibility for the child in respect of which parental leave is to be taken, this may include, for example, a child's birth certificate, a parental responsibility order, an adoption order, a MAT B1;
 - the age of the child in respect of whom parental leave is to be taken. This may include, for example, a child's birth certificate;
 - details of any parental leave that the employee has taken during any employment with another employer;
 - the child's entitlement to disability living allowance where appropriate.

Postponing Parental Leave

The College can postpone or reduce the length of parental leave where an employee has given the appropriate notice but if the College considers that the operation of the business would be unduly disrupted if the employee took parental leave as requested. For these purposes "unduly disrupted" means any circumstances in which the College's business, organisation or interests is/are likely to be seriously threatened, harmed or undermined.

It is agreed that postponement should not occur in any other than extreme circumstances.

If the College has to postpone or reduce parental leave, the employee will be able to take parental leave of the same length as originally requested, or the remaining period of parental leave in the case of reduced leave, within 6 months of the date of the postponement or reduction in leave.

- 7.4 The College will not be able to postpone an employee's parental leave in the circumstances where the employee has given 21 days' notice to the College of intent to take parental leave which commences on the day on which childbirth occurs, or the day on which the child is placed for adoption.

Contact with the College During Parental Leave

An employee's line manager will seek to ensure that during the period that the employee is absent from work on parental leave, they will be communicated with on a regular basis. This may include:

- getting a copy of the College newsletter and other relevant information/bulletins;
- being sent relevant key minutes and/or agendas;
- being sent relevant training information;
- being included in invitations to relevant social events.

For periods of parental leave in excess of four weeks, prior to the commencement of the parental leave, line managers should discuss with the employee arrangements for covering work and also for providing opportunities to remain in contact with the College whilst on leave. As far as possible, such arrangements will be finalised in consultation with the employee. If the employee has staff reporting to him/her, he/she will be involved, as far as possible, in key decisions relating to the temporary reporting arrangements to cover parental leave.

Where the employee has managerial responsibilities, the College should try to ensure that he/she is given the opportunity to participate in or be consulted about key decisions taken in his/her absence. As far as reasonably practicable, the College should try to defer key decisions until the employee's return from parental leave.

Where suitable training opportunities arise during an employee's parental leave, they should be offered to the employee concerned if appropriate. The parental leave would be suspended for the agreed period of training. The College does not want parental leave to prejudice employees in terms of training and self development.

For periods of parental leave in excess of 4 weeks, on return to work employees will be invited for a meeting with their line manager in order to provide an opportunity for discussion of any material points concerning the return to work. These may include:

- updating on developments at work;

- considering whether any retraining needs have arisen either because of the length of absence, or new technical, or other developments.
- organising any meetings/interviews that the College and the employee consider necessary to enable the employee to make an effective return to regular working.

The meeting will also provide an opportunity to discuss and explain any necessary and unavoidable changes to the employee's work.

Returning to Work

If an employee has taken parental leave for a period of four weeks or less, at the end of the period of parental leave, the employee will be entitled to return to the job in which he/she was employed under his/her original contract of employment, and on terms and conditions no less favourable than those to which he/she would have been entitled had he/she not been absent. This means he/she will be entitled to any pay awards and annual increments which he/she would have received if he/she had been at work.

In cases of parental leave in excess of 4 weeks, or less than 4 weeks' leave directly after additional maternity leave, the employee is entitled to return to the job in which he/she was employed under his/her original contract on terms and conditions no less favourable than those to which he/she would have been entitled had he/she not been absent unless this is not reasonably practicable for the College, (and in the case of an employee who has taken less than 4 weeks' leave directly after a period of additional maternity leave, provided it would also not have been reasonably practicable to allow her to return to her original job at the end of her additional maternity leave) in which case she is entitled to return to a job which is suitable and appropriate for her.

If the College cannot offer the employee the right to return to his/her original job because of redundancy which would have occurred whether or not the employee had been absent, the College will offer the employee any suitable alternative employment which is available.

Terms and Conditions of Employment

The employee's employment will continue whilst on parental leave.

During parental leave, the employee shall have the benefit of the College's implied obligation of trust and confidence and terms of employment regarding notice of termination, compensation for redundancy and disciplinary and grievance procedure. The employee shall be bound during the parental leave period by the implied duty of good faith and terms of employment regarding notice of termination, disclosure of confidential information, acceptance of gifts and participation in other businesses.

Entitlement to other contractual benefits during parental leave will be discussed and agreed with the employee. Employees may wish to continue to make pension

contributions during the period of absence on parental leave to maintain continuity of pensionable service. Periods of Parental leave will be regarded as continuous service.

Records

The College will keep detailed records of the parental leave requested and/or taken by each employee as well as details of any postponements or reductions in parental leave.

The employee agrees to the College complying with any reasonable requests to disclose relevant parental leave records to the employer of an individual who was previously employed by the College.

General Provisions

Any attempt by an employee to act dishonestly in respect of any element of the College's parental leave policy will be regarded as serious misconduct and will result in the employee being subject to the College's disciplinary procedure.



1. Introduction

The College is committed to ensure that management action in redundancy situations complies with statutory requirements and good employment practice.

2. Definition of Redundancy

For the purpose of this policy an employee shall be taken to be dismissed by reason of redundancy if the dismissal is attributable wholly or mainly to:

- the fact that the College has ceased or intends to cease to carry out the activity for the purposes of which the employee was employed;

or;

- the fact that the requirements of the College for employees to carry out work of a particular kind, in the place where they were so employed, have ceased or diminished, or are expected to cease or diminish.

3. Policy Statement

Before any notice of redundancy is given the College will:

- conduct an analysis of service needs and corresponding staffing levels
- postpone recruitment, where practicable.

4. Consultation

To minimise the aggravation and pain that can be caused by redundancies staff that are likely to be involved will be consulted individually as soon as possible. Consultation will take account of employees who are absent from work due to illness, maternity leave or any other reason.

Formal redundancy notices will not be issued until a reasonable period has been given for this process to take place. The length of this reasonable period should take into account all of the circumstances, and will not be less than three months from the date of initial consultation unless exceptional and urgent circumstances mean that a three month consultation is impracticable.

5. Alternative Employment

- It is a legal requirement that employers making staff redundant consider whether there is any suitable alternative employment available, and if there is, to offer it to them. Where an alternative job is identical in all aspects the College must offer it to the employee, and if this employee refuses they will lose any right to redundancy pay.
- Suitable alternative employment opportunities are assessed in relation to the employee. This means that the employee's specific skills, experience and abilities, where appropriate, preferences, will be taken into account and compared with the requirements of any available posts in the structure. When assessing suitable employment account will be taken of any personal constraints raised by the employee that affect the employee's ability to take up the post.
- The College would not consider posts to be suitable alternative employment if they were a lower grade or had substantially reduced or changed hours, or were based at a significantly different geographical location. However, if during the selection process employees demonstrate an interest in such employment, they will be considered for such posts, provided that the nature of the work makes the post suitable alternative employment.

6. Protection

Employees who accept a post at a lower grade will have their salary protected from the date of entry to the new post. This means that staff will receive their old salary on a mark time basis. They will remain on their existing salary point without incremental increases or cost of living rises until the salary of the new post catches up with the old post.

7. Trial Period

When an offer of alternative employment is made to an employee who would otherwise be made redundant, and which involves a different type of work or different type of work or different terms and conditions of employment, this employee is entitled to a four week trial in the new job to allow both the College and the employee to decide whether the new employment is suitable.

The terms of the Employment Protection Act 1978 shall apply to trial periods. In summary these provide for:

- agreement for the trial period to be in writing, giving the dates and conditions which apply on expiry, and;

- the consequences of either party wishing to terminate the agreement during the trial period, or at its end, or following a subsequent trial period.

If during or at the end of the trial period it is decided that the employment is unsuitable, the employee will be treated as having been dismissed on grounds of redundancy on the day on which his/her service with the College terminates, and entitlement to redundancy will be calculated to that date. In these circumstances the employee's total notice period (if applicable) will be extended by the amount of time spent on the trial period.

If during, or at the end of the trial period the employee resigns, he/she will be treated as if he/she had been dismissed for the redundancy that occurred initially, unless the College considers the resignation to be a refusal to accept an offer of suitable alternative employment.

8. Unreasonable Refusal to Accept an Offer of Suitable Alternative Employment

Employees shall be deemed to have refused suitable alternative employment in the following circumstances:

- If they fail to apply for alternative employment which is deemed to be suitable and which has been brought to their attention;
- If they refuse to take up employment where such an offer is made.

Employees will be expected to decide whether or not they wish to accept an offer of suitable alternative employment within five working days of a job offer being made.

Employees who unreasonably refuse suitable alternative employment will forfeit their right to any redundancy payment.

9. Employees on Maternity Leave, Long Term Sick Leave and Training Secondments

If the post of an employee on maternity leave is declared redundant, then selection of that job for redundancy will be made on the same criteria as in the case of any other employee. If an employee on maternity leave is not redeployed to suitable alternative employment, then she will be treated as having been dismissed on the grounds of redundancy on the day notified as her return from maternity leave. This procedure will apply equivalently to staff on unpaid, long term sick or training secondment.

The manager will take particular care to ensure that the consultation process is adapted and intensified to take account of absence from work.

Posts, which are considered to be suitable alternative employment for these employees, will be held open for them to consider wherever possible on their return from leave.

10. Practical Arrangements for Redundant Employees

Employees who are to be dismissed on grounds of redundancy will be given the same period of notice for redundancy as the period of notice set out in their contract of employment.

Any employee under formal notice will be entitled to reasonable time off to look for other employment.

11. Redundancy Payments

For each completed year of service, up to a maximum of 20, employees are entitled to:

- For each year of service under 22 – half a week's pay
- For each year of service at age 22 but under 41 – one week's pay
- For each year of service at age 41 or over – one and a half weeks' pay.

A week's pay is that which the employee is entitled to under his/her terms of the contract at the date the employer gives the employee notice. The College reserves the right to enforce the maximum statutory limit although may pay in excess of this.

12. Appeals against Calculation of Redundancy Payments

If any employee wishes to query a decision of ineligibility for payment, or the amount of his/her redundancy pay, he/she should, in the first instance, take up the matter with the Head of College.

Employees who feel that this policy has been inappropriately applied to them will have the right to appeal to the Chairman of the Governing Body of the College. Such an appeal must be made within ten working days of written confirmation of the decision by the Head of College. The appeal should be set out in writing. The Chairman will hear the appeal within ten working days of receiving the application. The Chairman's decision is final.



1. Introduction

The College recognises that the Appraisal Scheme is a crucial component in the development of its staff and is committed to ensuring that all staff take part in an annual appraisal or review. It views as essential that the Scheme is subject to regular review to ensure effectiveness and continues to be fully supportive of the equal opportunities aims of the College.

- 1.1 This procedural agreement makes explicit the ways in which the College will discharge its duties in relation to the review and appraisal of staff.
- 1.2 The procedure aims to enhance the quality of service provided by the College by linking individual goals to the strategic and operational goals of the College by focusing on the professional development of staff.
- 1.3 Other procedures exist to deal with probation, pay and promotion, disciplinary issues and questions relating to competence and it is recognised that all these procedures must be complementary.

2. Aims and Objectives

- 2.1 The prime aim of appraisal is the improvement of the quality of service offered by the College through assisting all staff to achieve their potential and carry out their roles effectively.
- 2.2 Individual staff appraisal/review should aim to encourage staff to recognise and value the achievements of all staff and help them to identify ways of improving their skills and performance. The approach should be positive and developmental.
- 2.3 Appraisal/review provides the College and its staff with a framework whereby they can continually look to develop the quality of the service in a professional and systematic manner.
- 2.4 To ensure that the planned professional development of individuals takes place within the context of structured College reviews and strategic plans.
- 2.5 The basic principles underlying appraisal/review are that staff:
 - Know and agree individual objectives
 - Receive feedback
 - Are able to raise their concerns with those who have managerial or organisational responsibility for them

- Receive support and guidance to support the pursuit of agreed objectives
- Have their contributions and achievements acknowledged
- Are entitled to equality of opportunity

3. Scope

This policy applies to senior post holders, support staff, full and part time tutors employed on contracts of at least one year's duration.

4. Equal Opportunities

Appraisal/review must operate within the College Equal Opportunities Policy and consequently be seen to operate fairly and equitably for all those who are involved. It must be seen as an entitlement for all staff. In particular appraisers must be aware of the dangers of stereotyped expectations, which result in a biased approach. Appraisal/review should be used positively to promote equal opportunities by encouraging all those involved to fulfil their potential for development.

5. Outcomes

Appraisal/review may include the following outcomes:

- Providing staff with enhanced job satisfaction and appropriate training.
- Continuous professional development for staff, whilst ensuring that training meets the needs of the individual and the College.
- Clarification of the results/standards expected and acknowledgement of the value of the individual's contribution.
- Realistic and jointly agreed objectives.
- Staff participation in the review of operational strategies.

6. Appointment and Role of Appraisers

- 6.1 The nature of the relationship between appraiser and appraisee is critical in determining the effectiveness of the appraisal. Credibility and trust in the appraiser are key elements.
- 6.2 The appraiser will normally have supervisory line management responsibility for the appraisee and have a sound knowledge and understanding of the work of the appraisee. They must also be in a position to ensure that agreed objectives can be implemented.
- 6.3 Where requested by the appraisee an alternative appraiser may undertake the appraisal. This will normally be the immediate manager of the line manager.
- 6.4 It is the responsibility of appraisers to:

- Offer a supportive and positive approach.
- Ensure clear arrangements are made for data collection and the appraisal interview.
- Be aware of their responsibilities under equal opportunities legislation and the College Equal Opportunities Policy not to discriminate in the conduct of appraisal.

7 The Appraisal/Review Process

All eligible staff will normally receive an Appraisal/Review interview once a year. The Appraisal/Review interview is an opportunity for giving and receiving constructive feedback on performance and for setting agreed objectives and personal staff development for the period ahead.

The appraisal/review process will consist of the following stages:

7.1 Self Appraisal/Review

The process of reflecting on past, present and future aspects of the individual's contribution to the business/service area is vital in preparing for the appraisal/review interview.

The appraiser will provide the appraisee with a self-appraisal/review form at least two weeks in advance of the appraisal/review interview, in order to prepare for the interview.

Appraisees should look closely at their job outline, consider the previous twelve months work and identify successes, failures and constraints, and think about future hopes and ambitions. Information about the business/service area business plan and objectives will also need to be taken into account.

Appraisees should complete the self-appraisal on the form provided; a copy of which should normally be forwarded to their appraiser to read before the interview. In addition appraisees should be encouraged to submit other data considered to be appropriate.

7.2 The Appraisal/Review Interview

The appraiser must make the necessary arrangements to conduct the interview.

The information discussed at the appraisal/review interview should not come as a surprise to the appraisee. Ongoing discussion and review throughout the period should have prepared the appraisee for the discussion. The interview itself should not be viewed as a once a year necessity but rather as part of a cycle of ongoing activity concerned with updating, supporting and improving overall professional effectiveness.

The purpose will be to review the appraisee's work against the key result areas of the job, and to give recognition to achievements. The objectives of the appraisee's role for the next year should also be considered. The discussion must include the supporting action that will be taken by both the Appraiser and Appraisee in order to achieve the objectives and Appraisees should be given the opportunity to give feedback on line manager performance. Finally, a discussion of the further personal development of the Appraisee should also take place, ensuring that dates are set to review progress.

7.3 The Appraisal/Review Record

After the appraisal/review interview the appraiser, in consultation with the appraisee, will prepare a record of the interview, having carefully noted the main points made and any conclusions reached.

Mutually agreed training and development targets will be recorded.

A copy of the final Appraisal/Review record will be held in the appraisee's personnel file, and a copy given to the appraisee.

8. General Considerations

8.1 Complaints Procedure

Where the appraisee and appraiser cannot agree on a record of the appraisal then the matter should be progressed through the established Grievance procedure.



1. Introduction

The College is committed to protecting the health, safety and welfare of all employees. The College recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

2. Definition of Stress

The Health and Safety Executive define stress as 'the adverse reaction people have to excessive pressure or other types of demand placed on them'. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

- The College will endeavour to identify all workplace stressors and conduct risk assessments to eliminate stress or control the risk from stress. These risk assessments will be regularly reviewed.
- The College will arrange for confidential counselling for staff affected by stress caused by either work or external factors.

3. Responsibilities

- The College will endeavour to identify all workplace stressors and conduct risk assessments to eliminate stress or control the risk from stress. These risk assessments will be regularly reviewed.
- The College will arrange for confidential counselling for staff affected by stress caused by either work or external factors.

3.1 Head of College

- Conduct and implement recommendations of risk assessments.
- Ensure good communication between management and employees, particularly where there are organisational and procedural changes.

- Ensure employees are fully trained to discharge their duties.
- Ensure employees are provided with meaningful developmental opportunities.
- Monitor workloads to ensure that employees are not overloaded.
- Monitor working hours and overtime to ensure that employees are not overworking.
- Monitor holidays to ensure staff are taking their full entitlement.
- Ensure that bullying and harassment is not tolerated.
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside of work e.g. bereavement or separation.
- Arrange specialist advice and awareness training on stress.
- Support employees who have been of sick with stress and advise them on a planned return to work.
- Monitor and review the effectiveness of measures to reduce stress.
- Help monitor the effectiveness of measures to address stress by collating sickness absence statistics.
- Conduct an annual Employee Stress Survey and respond to its findings (see Appendix A).

3.2 Employees

- Raise issues of concern with their line manager.
- Accept opportunities for counselling when recommended.
- Complete the annual Employee stress Survey and respond to any official College recommendation to take action to reduce stress

Deleted: ¶
¶



Management Standards Indicator Tool

Deleted: ¶



Appendix A

Instructions: It is recognised that working conditions affect worker well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

| | | | | | | |
|----|--|-------------------------------------|--------------------------------------|---|-------------------------------------|--------------------------------------|
| 1 | I am clear what is expected of me at work | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 2 | I can decide when to take a break | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 3 | Different groups at work demand things from me that are hard to combine | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 4 | I know how to go about getting my job done | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 5 | I am subject to personal harassment in the form of unkind words or behaviour | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 6 | I have unachievable deadlines | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 7 | If work gets difficult, my colleagues will help me | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 8 | I am given supportive feedback on the work I do | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 9 | I have to work very intensively | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 10 | I have a say in my own work speed | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 11 | I am clear what my duties and responsibilities are | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 12 | I have to neglect some tasks because I have too much to do | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 13 | I am clear about the goals and objectives for my department | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 14 | There is friction or anger between colleagues | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 15 | I have a choice in deciding how I do my work | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 16 | I am unable to take sufficient breaks | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 17 | I understand how my work fits into the overall aim of the organisation | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 18 | I am pressured to work long hours | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 19 | I have a choice in deciding what I do at work | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |

| | | | | | | |
|----|---|---|--|---|-------------------------------------|--|
| 20 | I have to work very fast | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 21 | I am subject to bullying at work | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 22 | I have unrealistic time pressures | Never <input type="checkbox"/> 5 | Seldom <input type="checkbox"/> 4 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 2 | Always <input type="checkbox"/> 1 |
| 23 | I can rely on my line manager to help me out with a work problem | Never <input type="checkbox"/> 1 | Seldom <input type="checkbox"/> 2 | Sometimes <input type="checkbox"/> 3 | Often <input type="checkbox"/> 4 | Always <input type="checkbox"/> 5 |
| 24 | I get help and support I need from colleagues | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 25 | I have some say over the way I work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 26 | I have sufficient opportunities to question managers about change at work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 27 | I receive the respect at work I deserve from my colleagues | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 28 | Staff are always consulted about change at work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 29 | I can talk to my line manager about something that has upset or annoyed me about work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 30 | My working time can be flexible | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 31 | My colleagues are willing to listen to my work-related problems | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 32 | When changes are made at work, I am clear how they will work out in practice | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 33 | I am supported through emotionally demanding work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |
| 34 | Relationships at work are strained | Strongly disagree <input type="checkbox"/> 5 | Disagree <input type="checkbox"/> 4 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 2 | Strongly agree <input type="checkbox"/> 1 |
| 35 | My line manager encourages me at work | Strongly disagree <input type="checkbox"/> 1 | Disagree <input type="checkbox"/> 2 | Neutral <input type="checkbox"/> 3 | Agree <input type="checkbox"/> 4 | Strongly agree <input type="checkbox"/> 5 |

Thank you for completing the questionnaire.



1. Introduction

The College is committed to the provision of high quality service to the public and to meet this commitment is dependent on the quality of staff and management. The law requires that certain types of information must be available to the Welsh Assembly Government (WAG), auditors, students and stakeholders. The purpose of these procedures is to make the College employees aware of their responsibility to the public and to protect individuals who may need to disclose information concerning any 'malpractice' within the College.

2. To Whom Procedures Apply

The procedures apply to **all employees** of the College, to include the Clerk to the Governing Body.

3. Standards in the College

All College employees, and through agreed procedures, employees are expected to:-

- Give the highest possible standard of service to learners
- Where it is part of an employees duties, provide appropriate advice to other employees and learners with impartiality
- Be aware of the types of information within the College, which are open and which are not, and act accordingly
- Not use any information obtained in the course of his/her employment for personal gain or benefit, nor pass any information to others who might use it in such a way

4. Guidelines for Staff

Blowing the whistle is often difficult and can cause ill feeling. However, it has to be faced if problems are not to escalate. The responsibility for raising concerns rests with any person, whatever their position, who has a reasonable belief that an unacceptable practice is taking place. Ideally questions of bad practice should be dealt with before they reach the whistle blowing stage by raising questions about any area of concern during supervision or in staff meetings, so that practices can be modified before they cause concern. If an employee has concerns he/she should consider whether: -

- It is illegal
- It is in breach of government guidelines
- It is against College policy
- It is against professional Codes of Practice
- It conflicts with his/her personal feelings
- There is reasonable belief that the information and any associated allegation are substantially true.

There is, of course, a need to ensure that any investigation process is not misused and, therefore, any abuse, such as raising unfounded malicious allegations, will itself be treated as a serious disciplinary matter.

5. Raising Concerns

If an employee reasonably believes that the concerns should be disclosed he/she should:-

- Make an immediate note of concerns (note all relevant details such as what was said in telephone or other conversations, the date, time and the names of any parties involved particularly any witnesses)
- An employee should not attempt to investigate suspected malpractice him/herself
- Convey suspicions to someone with the appropriate authority and experience, initially the immediate line manager
- If an employee believes that the immediate line manager may be implicated in anyway, he/she should raise concerns through the next immediate line manager who is not implicated
- Where the above action is considered inappropriate or impossible, bring the matter to the attention of the Head of College
- If necessary, a route other than a line manager may be used for staff to raise such concerns in strict confidence. Examples of such routes are :

The Chair of the Audit Committee
The External Auditor

- If the Clerk to the Governing Body wishes to raise concerns, other than through the Chairman to the Governing Body, he/she may contact the relevant officer through the Audit Department of the Welsh Assembly Government.

6. Protection for the “Whistle Blower”

- Any concerns an employee may raise to senior staff or any further reports will be treated in the strictest of confidence.
- Identity will be withheld until the latest opportunity when disclosure is dictated in furtherance of natural or prescribed justice.
- In order to protect individuals and the College initial enquiries will be made to decide whether an investigation is appropriate and if so what form it should take. Concerns or allegations that fall within the scope of specific procedures (*for example child protection or discrimination issues*) will normally be referred for consideration under these procedures.
- An employee will not be discriminated against for legitimate use of the policy and procedures.
- The College will take steps to minimise any difficulties that an employee may experience as a result of raising a concern. For instance, if he/she is required to give evidence in criminal or disciplinary proceedings, the College will advise the employee about the procedure.

7. Guidelines for Managers

An employee must not be afraid of raising any concerns they may have concerning bad practice within the College, and must not suffer any disadvantage as a result of voicing a reasonably held suspicion. Senior Management are expected to deal swiftly and thoroughly with concerns. In following up any concerns clearly defined procedures will be adopted. When receiving a complaint or concern over bad practice the following steps should be taken;-

- Deal with the matter promptly
- Advise employee that the complaint / concerns and any follow up reports will be treated with the strictest confidentiality
- Treat all staff concerns seriously and sensitively
- Question the employee sufficiently to be assured that there is a genuine cause for concern
- Note all relevant details, get as much information as possible, if individuals has made notes, obtain these also
- Advise employee, that if necessary, further information will be sought from them
- Note any documentary evidence which may exist to support the allegations made

- Ensure that the evidence is sound, adequately supported and secure – do not interfere with the evidence in any way
- Evaluate the allegation objectively, before taking the matter further, determine whether any suspicions appear to be justified
- Be objective when assessing the issue, consider the facts as they appear, based on the information you have to hand
- Some concerns may be resolved by agreed action without the need for investigation
- If in doubt, report suspicions anyway
- Take immediate action to ensure that no one is at risk of harm or injury
- Check out the next steps for action with a senior manager if the issue is outside your direct remit
- Take necessary action to protect the whistle blower, any witnesses and any evidence from being tampered with
- The employee's identity must be withheld until the latest opportunity when disclosure is dictated in furtherance of natural or prescribed justice
- Report to senior staff for decision on handling inquiries, press coverage and other management action to support people affected by the event
- Make a record of all action taken

8. How the College will respond

The action taken by the College will depend on the nature of the concern. The matters raised may -

- Be investigated internally
- Be referred to the Police
- Be referred to the External Auditor
- Form the subject of an independent inquiry

Some concerns may be resolved by agreed action without the need for investigation

The College accepts that an employee needs to be assured that the matter has been properly addressed. Thus, subject to legal restraints, the employee will receive information about the outcome of any investigations.

9. Protection

The employee is obliged to, and encouraged, to raise serious matters of concern through this policy. The employee is also entitled to be protected in law from any adverse actions being taken against him/her as a result of a disclosure in accordance with this procedure. The College is committed to transparency and to ensure that all employees are fairly treated when they have legitimate concerns to raise.