# PEMBROKE COLLEGE OXFORD

## EMPLOYEE HANDBOOK

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WELCOME TO PEMBROKE COLLEGE

Oxford is the oldest University in the English-speaking world. It is a collegiate University, with 38 independent self-governing Colleges related to the University in a type of federal system.

Founded in 1624, Pembroke College is concentrated in its traditional site in the centre of Oxford, and also has a large residential annex, the Sir Geoffrey Arthur Building, a short walk away beside the River Thames.

The College is a self-governing, independent corporation, with its own constitution and sources of income. We select and tutor our own students and employ our own non-academic and academic staff, the latter usually in collaboration with the University. We also provide residential and social facilities for our students and staff.

The College has a Governing Body of over 40 Fellows and has some 365 undergraduates, around 30 visiting students from the USA, and around 275 graduate students. Our students are drawn from a wide range of ethnic, social and national backgrounds.

The College employs approximately 110 non-academic staff. We welcome you and express our sincere hope that you will be happy here in our team and find the work fulfilling and enjoyable. We aim to help staff advance in their careers and provide training where appropriate.

The chart overleaf shows the organisational structure of the non-academic side of College.

INTRODUCTION TO THE HANDBOOK

This Handbook has been compiled for the use of non-academic staff employed by Pembroke College. By law, the College must issue each employee with a written document which spells out the central terms and conditions of his/her individual employment. These details are contained in the individual letter of appointment and further particulars. The Handbook is intended to supplement these details with more general information about the College, the facilities and benefits offered to staff, the internal procedures for dealing with matters not covered in the further particulars, and the codes of conduct which have been adopted by the Governing Body.

Please read this Handbook carefully and talk to your Line Manager about any queries you have. We ask that you study the contents carefully, as in addition to setting out our rules and regulations, the Handbook also contains a great deal of helpful information.

The College has two members of its Governing Body designated as Staff Advisors, to whom members of staff may refer any issues where they do not feel comfortable discussing the matter with their Line Manager.

The College welcomes any suggestions to improve the Handbook or add further material. These should be addressed to the Home Bursar. You will be informed of changes from time to time, usually via the Team Brief, and an updated version of this document will always be available on the intranet or from the Home Bursar’s office.

The success of any organisation and that of its employees depends very largely on the employees themselves, and so we look to you to play your part as we shall continue to play ours.
NB: This chart reflects day-to-day operational reporting lines. Ultimate authority rests with the Governing Body, chaired by the Master. The Academic Director, Bursar, Home Bursar and Strategic Development Director are all both members of Governing Body and report to it.
JOINING OUR ORGANISATION

A) JOB DESCRIPTION

You have been provided with a job description of the position to which you have been appointed but amendments may be made to your job description from time to time in relation to our changing needs and your own ability. During holiday periods, etc. it may be necessary for you to take over some duties normally performed by colleagues. A further copy of your job description can be obtained from your Line Manager.

B) EMPLOYEE TRAINING

At the commencement of your employment you will receive training for your specific job, and as your employment progresses your skills may be extended to encompass new job activities within the College.

C) PROBATIONARY PERIOD

You join us on an initial probationary period as indicated in your offer letter. During this period your work performance and general suitability will be assessed and, if it is satisfactory, your employment will continue. However, if your work performance is not up to the required standard, or you are considered to be generally unsuitable, we may either take remedial action (which may include the extension of your probationary period) or terminate your employment at any time.

We reserve the right not to apply our full contractual capability and disciplinary procedures during your probationary period.

D) PERFORMANCE AND REVIEW

Our policy is to monitor your work performance on a continuous basis so that we can maximise your strengths, and help you overcome any possible weaknesses. You will be given feedback on your performance and invited to discuss any queries that may arise. We also operate a formal annual performance appraisal process, which is explained further later in this book.

E) JOB FLEXIBILITY

Reasonable flexibility is essential to allow us to operate efficiently, with maximum potential from our work force. Whenever necessary, we ask that you assist by transferring to or covering other duties within the College.

F) MOBILITY

Although you are usually employed at one particular site, it is a condition of your employment that you are prepared, whenever applicable, to transfer to any other of our sites. This mobility is essential to the smooth running of the College.

G) POLICY STATEMENT ON THE SECURE STORAGE, HANDLING, USE, RETENTION AND DISPOSAL OF DISCLOSURES AND DISCLOSURE INFORMATION

1. As an organisation using the Disclosure and Barring Service to help assess the suitability of applicants for positions of trust, we comply fully with the Disclosure and Barring Service Code of Practice regarding the correct handling, use, storage, retention and disposal of disclosures and disclosure information. We also comply fully with our obligations under the Data Protection Act.
2. Disclosure information is never kept in an applicant’s personnel file. It is always kept separately and securely in lockable, non-portable storage containers with access strictly controlled and limited to those who are authorised to see it as part of their duties in accordance with Section 124 of the Police Act 1997.

3. We maintain a record of all those to whom disclosures and disclosure information has been revealed and we recognise that it is a criminal offence to pass the information to anyone who is not entitled to receive it.

4. Disclosure information is only used for the specific purpose for which it was requested and for which the applicant’s full consent has been given.

5. Once a recruitment (or other relevant) decision has been made, we do not keep disclosure information for any longer than is absolutely necessary in order to allow for the consideration and resolution of any disputes or complaints. Where appropriate, the Disclosure and Barring Service will be consulted and full consideration will be given to the data protection and human rights of the individual.

6. Once the retention period has elapsed, we will ensure that any disclosure information is immediately destroyed by secure means, i.e. by shredding, pulping or burning. While awaiting destruction, disclosure information will not be kept in any insecure receptacle (e.g. a waste bin or confidential waste sack). We will not keep any photocopy or other image of the disclosure or any copy or representation of the contents of the disclosure. However, we may keep a record of the date of issue of the disclosure, the name of the subject, the type of disclosure requested, the post for which the disclosure was requested, the unique reference number of the disclosure and the details of the recruitment (or other relevant) decision taken.
The College is committed to promoting dignity and respect in the workplace and expects all staff to adhere to the following:

- treat colleagues, students, fellows with dignity and respect;
- be aware of the effect that own behaviour and activities can impact on others;
- dress appropriately for the workplace;
- set a positive example to all colleagues;
- consider language, attitudes and culture of colleagues, students and fellows;
- think before making personal comments to or about others; and
- promote dignity and respect in the workplace.

The College firmly believes that everyone should be treated with dignity and respect at work and encouraged to meet their full potential.
A) ADMINISTRATION

1. Payment
   a. For salaried staff the pay month is the calendar month. Basic salaries are paid by the 25th day of the current month and overtime payments are paid one month in arrears.
   b. You will receive a payslip showing how the total amount of your pay has been calculated. It will also show the deductions which have been made and the reasons for them, e.g. Income Tax, National Insurance, etc.
   c. Any pay queries which you may have should be raised with your Line Manager.

2. Overpayments
   If you are overpaid for any reason you must immediately inform your Line Manager. The total amount of the overpayment will normally be deducted from your next payment but if this would cause hardship, arrangements may be made for the overpayment to be recovered over a longer period.

3. Income Tax and National Insurance
   At the end of each tax year you will be given a form P60 showing the total pay you have received from us during that year and the amount of deductions for Income Tax and National Insurance. You may also be given a form P11D showing non-salary benefits. You should keep these documents in a safe place as you may need to produce them for tax purposes.

B) OVERTIME

It is College policy that all overtime must be agreed with your Line Manager, who will inform you of the rates of pay applicable. Time off in lieu, wherever possible, is taken in preference to payment, at a mutually agreed time.

C) LATENESS/ABSENTEEISM

1. You must attend for work punctually at the specified time(s) and you are required to comply strictly with any time recording procedures relating to your area of work.

2. All absences must be notified in accordance with the procedures laid down in this Employee Handbook.

3. If you arrive for work more than one hour late without having previously notified us, other arrangements may have been made to cover your duties and you may be sent off the premises for the remainder of the shift/day without pay.

D) SHORTAGE OF WORK

If there is a shortage of work for any reason, we will try to maintain your continuity of employment even if this necessitates placing you on short time working, or alternatively, lay off. If you are placed on short time working, your pay will be reduced according to time actually worked. If you are placed on lay off, you will receive no pay other than statutory guarantee pay.
E) MATERNITY/PATERNITY/ADOPTION LEAVE AND PAY

1. If an employee has completed two years’ service at the time when maternity leave commences you will be entitled to six months’ full pay, inclusive of Statutory Maternity Pay (SMP) and a further optional six months without pay (apart from the remaining 13 weeks SMP) from the College.

2. An employee who has completed less than two years’ service at the time when maternity leave commences will be entitled to leave and pay in accordance with the current statutory provisions.

3. You may be entitled to maternity/paternity/adoption leave and pay in accordance with the current statutory provisions. If you (or your partner) become pregnant or are notified of a match date for adoption purposes you should notify your Line Manager at an early stage so that your entitlements and obligations can be explained to you.

F) PARENTAL/SHARED PARENTAL LEAVE

If you are entitled to take parental or shared parental leave in respect of the current statutory provisions, you should discuss your needs with your Line Manager, who will identify your entitlements and look at the proposed leave periods dependent upon your child’s/children’s particular circumstances and the operational aspects of the College.

G) TIME OFF FOR DEPENDANTS

You may be entitled to take a reasonable amount of unpaid time off during working hours to take action that is necessary to provide help to your dependants. Should this be necessary you should discuss your situation with your Line Manager, who, if appropriate, will agree the necessary time off.
HOLIDAY ENTITLEMENT AND CONDITIONS

A) ANNUAL HOLIDAYS

1. Your holiday year begins on 1st October and ends on 30th September each year.

2. Your annual holiday entitlement is shown in your individual contract of employment.

B) CONDITIONS APPLYING TO YOUR ANNUAL HOLIDAY ENTITLEMENT

1. Holidays should be booked in accordance with the procedure laid out in the document entitled “Holiday Booking Arrangements”. All new entrants are given a copy of this document when joining. A further copy of this document can be obtained from your Line Manager.

2. You should complete a Holiday Request Form (form HR, on page 10) for all holiday requests and have it signed by your Line Manager before making any firm holiday arrangements.

3. Holiday requests will only be considered if you present them on form HR and we will allocate agreed holiday dates which ensure that operational efficiency and minimum staffing levels are maintained throughout the year. Wherever possible, those members of staff with personal circumstances that necessitate the booking of specific annual holiday dates will be accommodated.

4. You should give at least two weeks’ notice of your intention to take holidays and one week’s notice is required for odd single days.

5. You may not automatically take more than two working weeks consecutively. In certain circumstances your Line Manager may authorise a longer period.

6. Your holiday pay will be at your normal basic pay.

7. The College reserves the right to close certain departments for a set period of time at certain times of the year, e.g. at Christmas/New Year. In these circumstances you will be required to take holiday from your annual entitlement for this period. Individual employees will be advised by their Line Managers in advance how any such arrangement will affect them personally. If you have not accrued sufficient holiday entitlement to cover these periods you will be given unpaid leave of absence.

8. In the event of the termination of your employment any holidays accrued but not taken will be paid. However, in the event of your having taken holidays which have not been accrued pro-rata, then the appropriate payments will be deducted from your final wages/salary. This is an express written term of your contract of employment.

C) PUBLIC/BANK HOLIDAYS

Your entitlement to public/bank holidays and to any additional payment which may be made for working on a public/bank holiday is shown in your individual contract of employment. The May public/bank holidays are classed as normal working days and all staff are expected to work them, unless booked as part of your annual leave entitlement.
### HOLIDAY REQUEST

**Employee:** ____________________________  **Dept:** ____________________________

**Holiday Year:** ____________________________  **ENTITLEMENT IN CURRENT YEAR:** ____________________________

Holiday entitlement in full year: ______ days

<table>
<thead>
<tr>
<th>FROM-TO</th>
<th>DATE REQUEST SUBMITTED</th>
<th>NUMBER OF DAYS</th>
<th>SIGNED</th>
<th>HOLIDAY APPROVED</th>
<th>HOLIDAY REFUSED</th>
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<td>DAYS STILL DUE</td>
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**FOR OFFICE USE ONLY**

ABSENCE CARD COMPLETED (please tick)

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SICKNESS/INJURY PAYMENTS AND CONDITIONS

A) NOTIFICATION OF INCAPACITY FOR WORK

1. You must notify us by telephone on the first day of incapacity and at the earliest possible opportunity. You should give some indication of your expected return date and notify us as soon as possible if this date changes. Notification should be made personally (or if you are unable to do so, then by a relative, neighbour or friend), to your Line Manager or the Home Bursar/Bursar.

2. If your incapacity extends to more than seven days you are required to notify us of your continued incapacity once a week thereafter.

B) EVIDENCE OF INCAPACITY

1. Doctor's certificates are not issued for short term incapacity. In these cases of incapacity (up to and including seven calendar days) you must sign a self-certification absence form on your return to work (see page 13).

2. If your sickness has been (or you know that it will be) for longer than seven days (whether or not they are working days) you should see your doctor and make sure he/she gives you a medical certificate and forward this to us without delay. Subsequently you must supply us with consecutive doctor's medical certificates to cover the whole of your absence.

C) PAYMENTS

1. The College policy is to pay employees full pay for a certain period followed by half pay for a further period, depending on length of service, as follows:-

| Non academic staff entitlement | 
|-----------------------------|-----------------------------|
| Less than 6 months          | 1 week full pay + 1 week half pay |
| 6 months - 2 years          | 2 weeks’ full pay + 2 weeks’ half pay |
| 2 - 4 years                 | 4 weeks’ full pay + 4 weeks’ half pay |
| 4 - 6 years                 | 6 weeks’ full pay + 6 weeks’ half pay |
| 6 - 8 years                 | 8 weeks’ full pay + 8 weeks’ half pay |
| 8 - 10 years                | 10 weeks’ full pay + 10 weeks’ half pay |
| 10 years and over           | 13 weeks’ full pay + 13 weeks’ half pay |

For Line Managers, College sick pay for 4 years’ service and under is 4 weeks’ full pay plus 4 weeks half pay. For service in excess of 4 years’ the above table applies.

2. Beyond these periods you are entitled to statutory sick pay (SSP) if you are absent because of sickness or injury provided you meet the criteria in the current SSP regulations. This is treated like wages and is subject to normal deductions.

3. Qualifying days are the only days for which you are entitled to SSP. These days will be notified to you. The first three qualifying days of absence are waiting days for which SSP is not payable. Where a second or subsequent period of incapacity (of four days or more) occurs within 56 days of a previous period of incapacity, waiting days are not served again.

4. Any days of contractual sickness/injury payments which qualify for SSP will be offset against SSP on a day to day basis. A deduction will be made for any other state benefits received if you are excluded or transferred from SSP.

5. If you are entitled to any payments in excess of SSP and your entitlement expires, full or part payment may be allowed at our discretion where it is considered that there are special circumstances warranting it.
6. Where the circumstances of your incapacity are such that you receive or are awarded any sum by way of compensation or damages in respect of the incapacity from a third party, then any payments which we may have made to you because of the absence (including SSP) shall be repaid by you to us up to an amount not exceeding the amount of the compensation or damages paid by the third party.

D) RETURN TO WORK

1. You should notify your Line Manager or the Home Bursar as soon as you know on which day you will be returning to work, if this differs from a date of return previously notified.

2. If you have been suffering from an infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor.

3. On return to work after any period of sickness/injury absence (including absence covered by a medical certificate), you are also required to complete a self-certification absence form (see page 13) and hand this to your Line Manager.

4. Upon returning to work after any period of sickness/injury absence, you may be required to attend a “return to work” interview to discuss the state of your health and fitness for work. Information arising from such an interview will be treated with strictest confidence.

E) GENERAL

1. Submission of a medical certificate or sickness self-certification absence form, although giving us the reason for your absence, may not always be regarded by us as sufficient justification for accepting your absence. Sickness is just one of a number of reasons for absence and although it is understandable that if you are sick you may need time off, continual or repeated absence through sickness may not be acceptable to us.

2. In deciding whether your absence is acceptable or not we will take into account the reasons and extent of all your absences, including any absence caused by sickness/illness. We cannot operate with an excessive level of absence as all absence, for whatever reason, reduces our efficiency.

3. We will take a serious view if you take sickness/injury leave which is not genuine, and it will result in disciplinary action being taken.

4. If we consider it necessary, we may ask your permission to contact your doctor or for you to be independently medically examined.

5. The College is a member of a private health care insurance scheme. The College does not normally pay for individual membership for non-academic staff, but all staff are eligible to join at their own expense if they wish to do so. Further details are available from the Bursar.
This form should be completed on your return to work following any period of sickness.

If you are returning to work after a period of sickness of **more than 7 calendar days** a medical certificate or certificates should already have been provided to cover the period of absence in excess of these first seven days.

**NAME:**

<table>
<thead>
<tr>
<th>Dates of sickness (Including non-working days)</th>
<th>TO</th>
</tr>
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<tbody>
<tr>
<td>From</td>
<td></td>
</tr>
<tr>
<td>am/pm</td>
<td>am/pm</td>
</tr>
<tr>
<td>day</td>
<td>day</td>
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<tr>
<td>date</td>
<td>date</td>
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<table>
<thead>
<tr>
<th>Dates of absence</th>
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</thead>
<tbody>
<tr>
<td>From</td>
</tr>
<tr>
<td>am/pm</td>
</tr>
<tr>
<td>day</td>
</tr>
<tr>
<td>date</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Details of sickness or injury</th>
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</table>

Did you consult a Doctor? **YES/NO.** If YES please give details of: Doctor’s name, address, date of visit, treatment received and any current treatment. If NO please state why not.

**Declaration**

I certify that I was incapable of work because of my sickness/injury on the dates shown above and that this information is true and accurate.

I acknowledge that false information will result in disciplinary action.

I hereby give my employer permission to verify the above information.

Signed _________________________ Acknowledged ____________________________

(employee) (for employer)

Date ___________________________
INCLEMENT WEATHER POLICY

A) INTRODUCTION

It is recognised that there may be times when it is problematic for staff to travel to work due to circumstances outside of their control. This may be when the normal mode of transport is not possible due to inclement weather (defined as snow, ice, fog, floods, making journeys hazardous by road, both public and private transport) or public transport strikes or other circumstances occur which are beyond staff member’s control.

Although it is anticipated that such problems will be rare the following policy has been written to provide guidelines should such circumstances arise.

B) GUIDELINES FOR STAFF

If you travel to work by car and are unable to get to work because of the weather or another reason e.g. national fuel shortage or some other circumstance out your control, it is expected that you will make every effort to attend work by making alternative arrangements, e.g. public transport. Likewise, if your preferred mode of transport is by bus or train and there is a public transport strike you are expected to arrange, where possible, alternative travelling arrangements e.g., car-sharing, taxi etc.

- It is expected that every member of staff will make every reasonable effort to get to work.
- During inclement weather, buses may be running but unable to reach some areas. It is not unreasonable to expect someone to use an alternative nearby bus stop on an open route.
- It is essential to phone your Head of Department to let them know if you are going to be late or unable to attend work as soon as reasonably possible and no later than one hour after your expected starting time. Clearly there may be times when this is not possible and allowances will be given in circumstances when then is no access to a phone.
- However, contact should be made as soon as reasonably practicable in such instances.
- Failure to notify your Head of Department that you are unable to attend work without a reasonable explanation would count as unauthorised absence and therefore be unpaid. Furthermore, it could constitute a disciplinary offence which may result in formal disciplinary action being invoked.
- If you do arrive late because of inclement weather or other such extreme circumstances you will not normally be expected to make up the time lost. Likewise, if you wish to leave work early because of the weather you should consult with your Line Manager. In the case of worsening, or particularly hazardous conditions you should be able to leave work earlier than usual without having to make up any time lost. The Home Bursar will communicate to all departments if the College will be closing and that all staff should be sent home early.
- There may be circumstances where your inability to attend work is caused by a need to provide emergency care for family purposes e.g. in the event of school/nursery closures, illness or other family situation. In such circumstances guidance should be sought from the Time Off for Dependants Policy.
C) SEVERE WEATHER

- In the event that weather conditions deteriorate during the working day and it appears that staff may have difficulty in travelling home, the Home Bursar will consider whether staff should leave work early. This will be communicated to all areas. Information from the AA, the police and local radio will be taken into consideration when making such a decision. No loss of pay to staff will be involved.

- In the event that weather conditions do not improve resulting in absence of more than one day, staff members should maintain regular contact with their Line Manager.

- Although the College will not be unreasonable should extreme circumstances prevent a member of staff attending work, alternative arrangements will be required should a regular or consistent pattern of time off as a result of inclement weather occur. This may be due to the member of staff living a considerable distance from work or in a remote area. In such cases, consideration should be given to a combination of paid, unpaid or annual leave being used during absences.

D) GUIDELINES FOR LINE MANAGERS

Heads of Departments/Line Managers should ensure that staff are clear what reporting arrangements should apply in the event that a member of staff within their area anticipates difficulty getting to work or late arrival. This should be consistent with information already provided to staff for sickness or other forms of leave.

There is a wide range of factors which can apply and a decision as to how time off should be categorised is a local one for the Head of Department/Line Manager. However, consistency and fairness is very important. While accepting that staff should not take unreasonable risks in attempting to get to work in difficult or extremely hazardous ("Extremely hazardous" is defined as those conditions in which the police and/or appropriate motoring organisations advise people not to make unnecessary journeys or indeed travel at all.) conditions, there should not be a disincentive to staff that do make a particular effort. Staff are expected to make reasonable efforts to find alternative means of getting to work which do not, in the case of inclement weather, cause a health and safety risk. The following factors should be taken into account by the Head of Department/Line Manager when exercising discretion in these circumstances. These include:

- Staff should check if public transport is running or if alternative travel arrangement are possible e.g. taxi, walking, car sharing etc. In cases where alternative transport is available staff will be expected to make use of it even if this differs from their normal mode of transport.

- Where it is likely that the inclement weather or circumstance preventing the staff member from attending work will continue, working from home should be considered. This is dependent on the nature of employment and whether circumstances permit this to happen.

- Where it is known that the member of staff has mobility problems special care should be taken in reaching a decision relating to attendance and pay. HR Services will advise on such cases.
When a member of staff has not been able to attend work at all due to inclement weather, or other extreme circumstances outside their control, then the Head of Department/Line Manager may come to an agreement with that individual to allow them to:

1. take a day's annual leave, or
2. elect to have a day's authorised leave without pay, or
3. work at home, or
4. make up the time/hours lost within one month of the occurrence.
BENEFITS

A) PENSION SCHEME

The College participates in a contributory pension scheme which all staff are entitled to join. Details of the pension scheme are given on appointment and are always available from the Home Bursar’s Office.

If you do not join the pension scheme you will not receive any form of pension from the College upon reaching retirement age.

If you do not initially join the pension scheme, but wish to do so at a later date, you should consult the Home Bursar.

Officers of the College cannot give any advice on pension arrangements. If you have any queries you should contact the pension scheme directly and/or take professional advice.

B) BREAKS

All members of staff are entitled to a minimum 20-minute break after 6 hours of continuous work. This break may be unpaid.

C) MEALS ON DUTY

Any member of staff who works full time (a minimum of 37½ hours per week) will be entitled to one free meal per day when the kitchens are open.

When less than seven hours per day are worked, you will normally be entitled to lunch provided your contract requires you to work for at least one hour after 1.00pm. Meals are not provided when the kitchen or catering areas are closed. The lunch break is not part of your paid hours.

D) PUBLIC TRANSPORT SCHEME

Discounts are available on annual bus and rail passes when purchased on your behalf by the College. These are arranged through the Bursars’ secretary.

E) CYCLESCHEME

The College belongs to Cyclescheme, the UK’s leading provider of the cycle-to-work-scheme. This benefit enables staff to get a bicycle tax free, saving at least 25% on its high street value while spreading the cost. The College allows for bicycles and accessories up to the value of £1000 to be purchased. For more information please email or visit the Bursars’ Secretary.

F) EYE TESTS

Where staff use display screen equipment (DSE) as a major part of their job, the College will pay for eye tests (usually recommended every two years), and will contribute £75 towards the cost of glasses where the optician recommends they are needed SPECIFICALLY for work with DSE. The College will NOT make this contribution where ‘normal’ glasses, provided for reading, watching TV, or driving, are adequate for DSE use.

For clarification, staff are assessed to be DSE users if they:

- normally use DSE for continuous or near-continuous spells of an hour or more at a time and
- use DSE in this way more or less daily and
- have to transfer information quickly to or from the DSE and
• need to apply high levels of attention and concentration; or are highly dependent on DSE; or have little choice about using it; or need special training or skills to use the DSE.

If you wish to claim the contribution of up to £75 towards the cost of your glasses, a letter will be required from your optician specifying that he/she has recommended they are needed specifically for work with DSE, and where “normal” glasses if worn, as stated above, are not considered adequate.

Further information is available from the Bursars’ Secretary.

G) LIBRARY

All staff members are entitled to borrow library material and make use of the facilities, subject to the Library Rules and College and University Computing regulations.

Further information can be obtained from the Librarian, or found on the website at: www.pmb.ox.ac.uk/Students/Library_Archives/index.php

H) CHAPEL, CHAPLAIN and CHOIR

The Chapel is a focus for the spiritual life of the College community, open to all as a haven of prayer, worship and reflection. Everyone is welcome at Services and College staff may use the Chapel at any time; if locked, please obtain the key from the Porters’ Lodge.

The College Chaplain is available to members of staff of the College, regardless of religious affiliation, for confidential help and support in any matter, personal or otherwise.

The College has its own Choir and members of staff are welcome to join. Please contact the Chaplain if you are interested in joining.

I) UNIVERSITY CARD

Staff may apply for a University Card by collecting the appropriate form from the Bursars’ Secretary. Complete the form and attach a passport photograph. The Secretary will countersign the form, send it off to the University, and let you have the card once issued.

J) UNIVERSITY CLUB SPORTS FACILITIES

College staff are eligible to join the University Club which is located on Mansfield Road. Facilities include a bar, cafeteria, restaurant, gym, reading lounge and 14 ensuite guest rooms. There is no membership fee but you will need to apply for a swipe card for which there is a small deposit.

Telephone: (01865) 271044
Email: enquiries@club.ox.ac.uk
Website: www.club.ox.ac.uk

K) UNIVERSITY SPORTS CENTRE (IFFLEY ROAD)

College staff are entitled to make use of the Oxford University sports facilities on Iffley Road, including a fitness centre and 25m swimming pool. During Term times the facilities are primarily used for the University Sports Clubs, however a variety of memberships are offered to the public throughout the year. For booking details contact reception on (01865) 240476 or email enquiries@sport.ox.ac.uk.

L) COLLEGE SPORTS FACILITIES

Members of staff are entitled to make use of the College’s sporting facilities.
M) UNIVERSITY BOTANIC GARDEN, ARBORETUM AND WYTHAM WOODS

Pembroke staff are able to visit the University Botanic Garden free of charge. During the summer charging period (April-September) you will need to show your University card.

The University Arboretum at Nuneham Courtenay is open daily between May and October and on weekdays from November to April. Staff may visit free of charge but if visiting by car should display their University card in their car windscreen. Contact details for both sites are as follows:

Telephone: (01865) 286690
Email: postmaster@botanic-garden.ox.ac.uk

Internet: www.botanic-garden.ox.ac.uk

Permits allowing access to Wytham Woods are available from the Conservator:

Telephone: (01865) 726832
Email: wytham.woods@admin.ox.ac.uk

N) OXFORD UNIVERSITY LANGUAGE CENTRE

The Language Centre on Woodstock Road provides resources and services for members of the University and Colleges. The centre runs various courses, but for those who wish to study a language at their own pace, the centre has a large library and self-study area. The library has language-learning materials in well over 100 languages to help you prepare for holiday trips.

Telephone: (01865) 283360
Internet: www.lang.ox.ac.uk

Use of the various facilities above, when not work-related, should be in the employee’s own time.
PERFORMANCE APPRAISALS

A) THE PURPOSE OF APPRAISALS

An appraisal scheme exists for all non-academic staff. The following explains to you the purpose of the scheme and how it operates.

There are always two fundamental aspects to employee performance: you have a responsibility for doing your job as well as you are able and your manager/supervisor has a responsibility to build on your strengths and to take constructive measures to reduce weaknesses. The appraisal process should be a key tool to help achieve this. It is about two-way communication with the aim of improving performance.

The appraisal system is not linked to performance-related pay, which the College does not operate nor intend to introduce, nor is it linked to the salary review process.

B) JOB DESCRIPTIONS

You should have a Job Description, which sets out the requirements of your job and gives guidance on what is expected in broad terms. It is not intended to detail everything and it sets out what should be achieved not how it should be done. The appraisal interview is a good opportunity for reviewing the job description to ensure it is current and properly reflects what you are expected to do.

C) APPRAISALS (GENERAL)

The formal annual appraisal is intended to be positive and lead to an improvement in performance of the job. No one should come to view the appraisal as an annual ordeal. That is not to say that where performance has been below that expected or where opportunities to develop and contribute more have been missed this should be ignored, but it is an opportunity to agree how jobs can be performed better rather than a time to highlight problems.

D) APPRAISALS (PROCESS)

The first stage of the appraisal is that you will be asked to complete a short self-assessment. This is your opportunity to tell us the things you think you have done well, where you have made a particular contribution to the College or where you have improved the way you do things. You should also give an honest view of those things you find more difficult or where you have not fully achieved what has been expected of you. This can form the basis for a discussion on what training and development we may need to help you with or ways in which we can support you to do the job better. (If you wish, you can ask your line manager to help you complete this).

Your line manager then completes his/her part of the appraisal, to give you an honest assessment of how your performance is viewed.

In preparing the appraisal there are some very natural human tendencies to be guarded against. You must try to avoid the quite natural tendency only to highlight the best aspects of your performance and to ignore those things you may know you do less well; equally the appraiser has to consider what you’ve done across the whole year – not concentrate on the most recent events or focus unduly on some minor errors. Otherwise the appraisal will not achieve any improvement and will be a waste of everyone’s time and effort.

The appraisal process must be conducted in an honest and unbiased way by both parties. Remember the aim is to improve current job performance for the benefit of both you and the College. We are looking at two areas: strengths and achievements to be recognised, appreciated and built upon; and areas that need to be worked upon, together, to develop you and your ability to do your job.
APPRAISALS (INTERVIEW)

The next stage is for you to have an interview with your manager. The intention is that this should be informal and relaxed; you should feel at ease and able to freely discuss your performance, what might be done better and any concerns or reasons for dissatisfaction. If your manager has some criticisms they will be offered in a constructive way with the intention of seeking improvement and offering the support necessary to achieve it for a common purpose.

To be effective the interview must be a two-way process that seeks an overall improvement in service delivery to the College, while recognising and taking account of any concerns and/or hopes you may have.

All appraisal reports are reviewed by the relevant College officer. If it is conducted by a College officer then another will be the reviewer. If you think anything in the appraisal is unfair, or you do not agree with it, you can ask to have an interview with the reviewer to discuss your concerns (see below).

At the interview your line manager will record a summary of the meeting including of any points raised by you.

APPRAISALS (FOLLOW UP)

If issues have been raised at the interview – whether areas for improvement or concerns raised by you – then it is important that they are followed up. Otherwise the appraisal will have served little purpose and the same matters will likely simply be repeated the following year.

If necessary your manager will hold a follow-on meeting with you to agree specific targets/objectives or it may be enough to agree areas where performance should be improved; these areas will then be monitored and you will be guided to help ensure the improvements are made.

Where formal objectives are felt necessary they will also have a clear timetable and be recorded on an action plan. You will be given a copy so that you can monitor your own progress as well as having it reviewed by your manager as part of an ongoing process; further meetings may be necessary to discuss progress throughout the year.

APPRAISALS (REVIEW AND COMPLETION)

Once the appraisal report has been completed, it is to be passed to the relevant College Officer for review. A copy will then be returned to you as well as one placed on your file.

CHALLENGE

You have a right of ‘Challenge’ if you disagree with any aspect of the appraisal. If this a minor issue you might be happy for it just to be noted on the appraisal form in the ‘Summary of Discussion’ box. If it is a more significant disagreement with the appraisal or you think some aspect of the process has been unfair, and you wish to make a Challenge, then this should normally be considered by the person nominated as ‘Reviewer’ for your appraisal. An interview will be arranged as soon as possible between you and the reviewer and notes of that meeting will be retained with the appraisal.
Pembroke College Staff Appraisal Form

Section 1 – To be completed by the Bursars’ Secretary.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Department:</th>
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<tr>
<td>Position:</td>
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<tr>
<td>Appraisal Date:</td>
<td></td>
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<tr>
<td>Review period: From:</td>
<td>To:</td>
</tr>
<tr>
<td>Date of Appointment:</td>
<td></td>
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<tr>
<td>Days Absence (Authorised</td>
<td>Days unauthorised</td>
</tr>
<tr>
<td>sick leave etc)</td>
<td>absence</td>
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</tbody>
</table>

Section 2 – To be completed by the Employee.

1. What were the main activities and key tasks you have undertaken during the review period?

2. What do you consider have been your most important achievements in the review period?

3. What elements of your role do you find most difficult and why?
Section 3 – To be completed by the Appraiser.

4. Assessment of Performance

5. Summary of discussion at the appraisal interview, including action points and any areas for development in the next review period. (Completed in conjunction with the employee)

6. Training and development requirements for the next review period. (Noting action to be taken by whom and by when)
Section 4 – Completed after the Appraisal Interview

7. Additional comments by employee (if any)

Signed: (employee)  
Date:  

Signed: (Appraiser)  
Date:  

REVIEW

All appraisals are subject to review. When completed by a line manager, they are reviewed by the College Officer to whom that line manager reports; when completed by a College Officer they are reviewed by a second College Officer.

If the employee disagrees with any aspect of the appraisal he/she may request an interview with the reviewer; the notes from that meeting will then be appended to this report.

Section 5 – To be completed by the Reviewer

8. Reviewer’s Comments (if any)

Signed: (Reviewer)  
Date:  

Notes from a meeting resulting from a challenge by the employee are attached: Yes/No.
SAFEGUARDS

A) STATEMENTS TO THE MEDIA

Any statements, oral and/or written, to reporters from newspapers, radio, television, etc. in relation to our College business will be given only by the Master or a member of the Governing Body.

B) EXTERNAL COMMUNICATIONS

No member of staff may represent the College nor enter into contractual commitments unless specifically authorised so to do by the Bursar within the framework of the College’s levels of authority policy.

C) PRACTICAL MANAGEMENT OF SOCIAL MEDIA USE

Having clear guidelines and rules about clear professional boundaries between staff and students, parents and the wider public, has always been of paramount importance to the College. The following guidance about using Social Media represents an extension of rules that already exist.

Staff should be very mindful that simply revealing their name or a visual image of themselves could be sufficient to identify them as working for the College. Similarly, it is important that staff know to respect the reputation of the College and the privacy and feelings of others, and that if they have a genuine complaint to make about a colleague or workplace matter, the correct procedure is to raise a grievance using the formal grievance procedure.

When using Social Media, staff need to take care that they don’t breach any of the College’s other policies.

While context is important when making comments on social media sites, staff should consider the following:

- Are the comments being made direct, specific, and/or damaging enough to argue that they bring you or the College into disrepute?
- If so, with whom, and is there tangible evidence (e.g. a complaint, or a direct response from an offended party, or press coverage) to show any damage having been done by the comments?
- Does the site clearly identify who they are and where they work?
- Who can access their account, site or page (i.e. what are the “privacy settings”)?
- How likely is it that it could be happened upon at random, or by using general search terms such as their name or the name of the College? (For instance, were members of the public to use a search engine to look up information about your College, how likely is it that they would actually come across the employee’s content?)
- What was their intent when they made the comments?
- Were they aware of how the comments may be received, and by whom?
- What actual consequences could this have for the College?

Serious enough incidents of the following examples could potentially constitute gross misconduct:

- Revealing confidential information. This might include revealing information relating to parents or students, business plans, policies, staff, financial information or internal discussions.
- Criticising, disparaging or embarrassing the College, its students, parents or its staff in a public forum (including any social media website).
- Using social media to harass or bully other staff in any way.
• Using social media to unlawfully discriminate against other staff or third parties.

• Disclosing the personal information of others online.

While gross misconduct is rare - because it is behaviour or negligence so bad that it fundamentally breaches contractual terms - incidents of this nature can result in damaging the trust and confidence necessary to continue the employment relationship. In this case it is highly likely that a lesser sanction would not adequately address the matter.

D) COUNTER-TERRORISM AND SECURITY ACT 2015

Under the ‘PREVENT’ duty introduced by the Counter-Terrorism and Security Act 2015, higher education bodies must assess the risks of people being drawn into terrorism and ensure they have plans in place for mitigating these risks.

As Head of Establishment, The Master is the responsible owner of this issue and the Home Bursar has been nominated as PREVENT Lead in staffing the actions required.

Where a member of the College identifies a concern in relation to a student or a member of staff they shall report this to the Home Bursar, as PREVENT lead. The Home Bursar will act in a manner that secures and protects the individuals, including, in the absence of serious crime, to confidentiality and privacy; and, at all times, to equal treatment under the law.

The Statement below was endorsed by Governing Body and is contained with College Regulations:

‘Free speech is the lifeblood of a university. It enables the pursuit of knowledge. It helps us approach truth. It allows students, teachers and researchers to become better acquainted with the variety of beliefs, theories and opinions in the world. Recognising the vital importance of free expression for the life of the mind, a university may make rules concerning the conduct of debate but should never prevent speech that is lawful.

Inevitably, this will mean that members of the College are confronted with views that some find unsettling, extreme or offensive. The College must therefore foster freedom of expression within a framework of robust civility. Not all theories deserve equal respect. A university values expertise and intellectual achievement as well as openness. But, within the bounds set by law, all voices or views which any member of our community considers relevant should be given the chance of a hearing. Wherever possible, they should also be exposed to evidence, questioning and argument. As an integral part of this commitment to freedom of expression, we will take steps to ensure that all such exchanges happen peacefully. With appropriate regulation of the time, place and manner of events, neither speakers nor listeners should have any reasonable grounds to feel intimidated or censored.

It is this understanding of the central importance and specific roles of free speech in a university that underlies the detailed procedures of Pembroke College, as laid out in College Regulations.

This Free Speech Statement frames all the activities and policies of the College.’

All staff are to remain alert to the issues outlined above and are required to report any concerns about such issues to the PREVENT lead.
E) RIGHTS OF SEARCH

1. Although we do not have the contractual right to carry out searches of employees and their property (including vehicles) whilst they are on our premises, we would ask all employees to assist us in this matter should we feel that such a search is necessary. These requests for searches do not necessarily imply suspicion in relation to any individual concerned.

2. Where practicable, searches will be carried out in the presence of a colleague of your choice who is available on the premises at the time of the search. This will also apply at the time that any further questioning takes place.

3. We reserve the right to call in the police at any stage.

F) CONFIDENTIALITY

1. All information that:-
   a. is or has been acquired by you during, or in the course of, your employment, or has otherwise been acquired by you in confidence,
   b. relates particularly to our activities as a College within the University, or that of other persons or bodies with whom we have dealings of any sort, and
   c. has not been made public by, or with our authority,
   shall be confidential, and (save in the course of your official duties within the College or as required by law) you shall not at any time, whether before or after the termination of your employment, disclose such information to any person without our written consent.

2. You are to exercise reasonable care to keep safe all documentary or other material containing confidential information, and shall at the time of termination of your employment with us, or at any other time upon demand, return to us any such material in your possession.

G) COMPANY PROPERTY AND COPYRIGHT

All written material, whether held on paper, electronically or magnetically which was made or acquired by you during the course of your employment with us, is our property and where appropriate our copyright. At the time of termination of your employment with us, or at any other time upon demand, you shall return to us any such material in your possession.

H) INVENTIONS/DISCOVERIES

An invention or discovery made by you will normally belong to you. However, an invention or discovery made by you will become our property if it was made:-

a. in the course of your normal duties under such circumstances that an invention might reasonably be expected to result from those duties;

b. outside the course of your normal duties, but during duties specifically assigned to you, when an invention might reasonably be expected to result from these;

c. during the course of any of your duties and at the time you had a special obligation to further our interests arising from the nature of those duties and your particular responsibilities.
I) DISPOSAL OF COLLEGE PROPERTY

From time to time the College needs to dispose of equipment, furniture or other property that is either surplus to requirement or no longer fit for purpose. Such disposal should always be by the most cost-effective means, maximizing any potential capital return for the College, and in accordance with relevant laws and environmental considerations. Sometimes – where, for example, disposal costs are disproportionate to any possible return – it may be that the most cost-effective means of disposal is simply to gift the item to a member of staff. In such cases written authority is required from the College Officer in whose area the employee works or from the Home Bursar. The authorizing College Officer will wish to be sure that this is indeed the most cost-effective option, and that such gifting is done in a manner that is fair to all staff. Under no circumstances should employees otherwise assume ownership of College property.

J) SUGGESTED IMPROVEMENTS

We welcome all suggestions to improve the smooth-running of the College. You are encouraged to submit any ideas to your Line Manager. The College's Team Briefing process also gives opportunity for feedback from staff.
1. Use of IT facilities at College is subject to receiving proper authorisation, and is generally permitted only where it is required by the nature of your duties at College. You are expected to abide by the University’s and College’s rules in using all IT facilities.

2. College computers, the internet and e-mail have become established as important facilities in all aspects of College and University life. Staff are encouraged to make use of these facilities to aid communication, efficient administration, record keeping etc, as is appropriate for the beneficial accomplishment of their job tasks.

3. The College has subscribed fully to the Oxford University computer usage rules and etiquette statements regarding computing and network rules, etiquette and security produced by the University Computing Services on behalf of Oxford University. Staff must abide by these regulations.

[Statements referred to can be found at the following address on the University site of the World Wide Web: http://www.ict.ox.ac.uk/oxford/rules/]

In particular, we would draw your attention to the document ‘Regulations Relating to the use of Information Technology facilities’ which can be found at: http://www.admin.ox.ac.uk/statutes/regulations/196-052.shtml. This document may be updated periodically.

Many of the relevant provisions concerning use of e-mail and the internet can be found under section 7 of the ‘University Rules for Computer Use’. This section can be found overleaf (please refer to the web page above for any updates).

Extract of Item 7 of University Regulations Relating to the use of Information Technology facilities.

Users are not permitted to use University IT or network facilities for any of the following:

(1) any unlawful activity;

(2) the creation, transmission, storage, downloading, or display of any offensive, obscene, indecent, or menacing images, data, or other material, or any data capable of being resolved into such images or material, except in the case of the use of the facilities for properly supervised research purposes when that use is lawful and when the user has obtained prior written authority for the particular activity from the head of his or her department or the chairman of his or her faculty board (or, if the user is the head of a department or the chairman of a faculty board, from the head of his or her division); (in the College’s case written authority is required from the Home Bursar).

(3) the creation or transmission of material which is designed or likely to cause annoyance, inconvenience, or needless anxiety or to harass another person;

(4) the creation or transmission of defamatory material about any individual or organisation;

(5) the sending of any e-mail that does not correctly identify the sender of that e-mail or attempts to disguise the identity of the computer from which it was sent;

(6) the sending of any message appearing to originate from another person, or otherwise attempting to impersonate another person;
the transmission, without proper authorisation, of e-mail to a large number of recipients, unless those recipients have indicated an interest in receiving such e-mail, or the sending or forwarding of e-mail which is intended to encourage the propagation of copies of itself;

(8) the creation or transmission of or access to material in such a way as to infringe a copyright, moral right, trade mark, or other intellectual property right;

(9) private profit, except to the extent authorised under the user’s conditions of employment or other agreement with the University or a College; or commercial purposes without specific authorisation;

(10) gaining or attempting to gain unauthorised access to any facility or service within or outside the University (or College), or making any attempt to disrupt or impair such a service;

(11) the deliberate or reckless undertaking of activities such as may result in any of the following:
   a. the waste of staff effort or network resources, including time on any system accessible via the University (or College) network;
   b. the corruption or disruption of other users’ data;
   c. the violation of the privacy of other users;
   d. the disruption of the work of other users;
   e. the introduction or transmission of a virus into the network;

(12) activities not directly connected with employment, study, or research in the University or the Colleges (excluding reasonable and limited use for social and recreational purposes where not in breach of these regulations or otherwise forbidden) without proper authorisation.

4. ADDITIONAL PROVISIONS FOR MEMBERS OF COLLEGE STAFF

i. You are required to protect your password at all times.

ii. Virus Protection Procedures

In order to prevent the introduction of virus contamination into software systems, the following must be observed:-

a. Unauthorised software including public domain software, magazine cover disks/CDs, Internet/World Wide Web downloads and unknown e-mail attachments must not be installed by any member of staff.

b. All software must be virus checked by a member of the IT department using standard testing procedures before being used.

iii. Staff are required to place their work on the appropriate network drive as instructed by the IT department.

The above are key issues which require particular attention but do not represent an exhaustive list. The College’s IT department will keep all IT users regularly updated on procedures to be followed.
A) OPERATIONAL EFFICIENCY

1. We maintain a policy of "operational efficiency" which is essential to the cost-effective and efficient running of our organisation.

2. You are able to promote this policy by taking extra care during your normal duties by avoiding unnecessary or extravagant use of services, time, energy, etc., and the following points are illustrations of this:

   a. Handle machines, equipment and stock with care.
   b. Turn off any unnecessary lighting and heating. Keep doors closed whenever possible and do not allow taps to drip.
   c. Ask for other work if your job has come to a standstill.
   d. Start with the minimum of delay after arriving for work and after breaks.

3. The following provision is an express written term of your contract of employment:
   a. Any damage to vehicles, stock or property (including non-statutory safety equipment) that is the result of your carelessness, negligence or deliberate vandalism may render you liable to pay the full or part of the cost of repair or replacement.
   b. Any loss to us that is the result of your failure to observe rules, procedures or instruction, or is as a result of your negligent behaviour or your unsatisfactory standards of work may render you liable to reimburse to us the full or part of the cost of the loss.

4. In the event of failure to pay, we have the contractual right to deduct such costs from your pay.

5. The College has a recycling policy which must be adhered to by all members of staff. Your Line Manager will inform you of any arrangements you should make in this regard.

B) STANDARDS OF DRESS

As you are liable to come into contact with visitors, students, customers and members of the public, it is important that you present a professional image with regard to appearance and standards of dress. Where uniforms are provided, these must be worn at all times whilst at work and laundered on a regular basis. Where no uniforms are provided, you should wear clothes appropriate to your job responsibilities, and they should be kept clean and tidy at all times.

C) HOUSEKEEPING

Both from the point of view of safety and of appearance, work areas must be kept clean and tidy at all times. Confidential and sensitive information must not be kept on your desk when unattended.
A) SAFETY

1. The College has a Health and Safety Policy, the details of which are on the intranet and/or available from the Home Bursar. Your Line Manager will inform you about those aspects of the policy that are relevant to your job.

2. You are required to adhere to this policy. You must not take any action which could threaten the health or safety of yourself, other employees, customers or members of the public.

3. Protective clothing and other equipment which may be issued for your protection because of the nature of your job must be worn at all appropriate times. Failure to do so could be a contravention of your health and safety responsibilities. Once issued, this protective wear is your responsibility.

4. You will be informed of the procedures in the event of fire.

5. Any accident at work must be reported in the Accident Book within 24 hours and reported to your Line Manager, or the Home Bursar in their absence.

6. You must ensure that you are aware of our fire and evacuation procedures and the action you should take in the event of such an emergency.

B) REST ROOM

We provide a rest room for your use, which must be kept clean and tidy at all times. It may only be used during authorised breaks.

C) NO SMOKING POLICY

Our policy of no smoking in College buildings must be adhered to at all times. The smoke free legislation 2007 also applies to you and the College.

D) HYGIENE

1. Any exposed cut or burn must be covered with a first-aid dressing.

2. If you are suffering from an infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor.

3. Contact with any person suffering from an infectious or contagious disease must be reported before commencing work.

E) HYGIENE FOR FOOD HANDLERS

1. You must wash your hands immediately before commencing work and after using the toilet.

2. Any cut or burn on the hand or arm must be covered with an approved dressing.

3. Head coverings and overalls/uniforms, where provided, must be worn at all times.

4. No jewellery should be worn, other than wedding rings, without the permission of your Line Manager.

5. You should not wear excessive amounts of make-up or perfume and nail varnish should not be worn. Nails should be kept clean and short.
6. If you are suffering from an infectious or contagious disease or illness, or have a bowel disorder, boils, skin or mouth infection, you must not report for work without clearance from your own doctor.

7. Contact with any person suffering from an infectious or contagious disease must be reported and you must have clearance from your own doctor before commencing work.

F) ALCOHOL & DRUGS POLICY

Under legislation we, as your employer, have a duty to ensure so far as is reasonably practicable, the health and safety and welfare at work of all our employees and similarly you have a responsibility to yourself and your colleagues. The use of alcohol and drugs may impair the safe and efficient running of the College and/or the health and safety of our employees.

The effects of alcohol and drugs can be numerous (these are examples only and not an exhaustive list):

a. absenteeism (e.g. unauthorised absence, lateness, excessive levels of sickness, etc.).

b. higher accident levels (e.g. at work, elsewhere, driving to and from work).

c. work performance (e.g. difficulty in concentrating, tasks taking more time, making mistakes, etc.).

If your performance or attendance at work is affected as a result of alcohol or drugs, or we believe you have been involved in any drug related action/offence, you may be subject to disciplinary action and, dependent on the circumstances, this may lead to your dismissal.
GENERAL INFORMATION AND PROCEDURES

A) CHANGES IN PERSONAL DETAILS

You must notify us of any change of name, address, telephone number, etc., so that we can maintain accurate information on our records and make contact with you in an emergency, if necessary, outside normal working hours.

B) OTHER EMPLOYMENT

If you already have any other employment or are considering any additional employment you must notify us so that we can discuss any implications arising from the current working time legislation.

C) TIME OFF

Circumstances may arise where you need time off for medical/dental appointments, or for other reasons. Where possible, such appointments should be made outside normal working hours. If this is not possible, time off required for these purposes may be granted at the discretion of your Line Manager and will normally be without pay.

D) BEREAVEMENT LEAVE

Individuals' reactions to bereavement vary greatly and the setting of fixed rules for time off for the death of a close relative, for example spouse, child, parent, brother, sister, in-law, is therefore inappropriate. In such cases you should discuss your circumstances with your Line Manager and agree appropriate time off. Time off will normally be with pay for such close relatives detailed above and unpaid for other relatives.

E) TRAVEL EXPENSES

Your Line Manager must approve any travel arrangements for College business. The most cost-effective transport must be used and receipts must be provided. Use of your own car must be authorised for mileage to be payable. You are solely responsible for ensuring that your insurance covers such business use.

F) COMMUNICATIONS

We will try to keep you informed about items of interest by the Team Brief, memo, E-Mail, the intranet and via feedback from Line Manager’s meetings.

G) EMPLOYEES’ PROPERTY

We do not accept liability for any loss of, or damage to, property which you bring onto the premises. You are requested not to bring personal items of value onto the premises and, in particular, not to leave any items overnight.

H) LOST PROPERTY

Articles of lost property should be handed to the Lodge Porter who will retain them whilst attempts are made to discover the owner.

I) PARKING

There are only a limited number of parking spaces available in the College which may be made available to certain staff at the College’s absolute discretion. Your Line Manager will advise you of the College policy.
J) TELEPHONE CALLS

Telephones are essential for our College business. Personal telephone calls are normally only allowed for important matters and with the prior permission of your Line Manager.

K) COLLEGE BAR

The bar is normally open only to students. Staff are entitled to use the bar only at particular functions, and these circumstances will be made clear as and when they occur.

L) BUYING OR SELLING OF GOODS

You are not allowed to buy or sell goods on your own behalf on our premises.

M) COLLECTIONS FROM EMPLOYEES

Unless specific authorisation is given by your Line Manager, no collections of any kind are allowed on our premises.

N) FRIENDS AND RELATIVES CONTACT

You should discourage your friends and relatives from either calling on you in person or by telephone except in an emergency.

O) CLIENT/CONTRACTER RELATIONSHIP

You must declare any personal interest with any supplier to the College and adhere to our purchasing policy guidelines which are available from the Home Bursar.

P) RELATIONSHIPS WITH COLLEAGUES, STUDENTS AND VISITORS

All members of staff are encouraged to be helpful and efficient in their dealings with colleagues, students and visitors to the College. There may be occasions when personal friendships develop as a result, and members of staff are advised to be careful to ensure that no breaches of College regulations result from such friendships.

Q) THIRD PARTY INVOLVEMENT

We reserve the right to allow third parties to chair any meeting, for example disciplinary, capability, grievance, this is not an exhaustive list. You agree to permit us to share any relevant sensitive data where it is necessary for the purposes of that hearing.

R) RECORDING OF FORMAL MEETINGS

We reserve the right to record any formal meetings whether conducted by us or a third party, a copy of the recording can be made available on request.
PRESS LIAISON POLICY

It is important to have a clear and simple policy for all in College to ensure that Pembroke is represented in a consistent manner to the press and that enquiries are dealt with in a timely manner.

Prior to the establishment of the communications function in College, media enquiries were generally dealt with via the Master’s office. Part of the rationale for the appointment of a Head of Communications was to have a point person who would be making proactive attempts to gain more coverage for Pembroke in the national media as appropriate. It therefore follows that the same person should be the filter for all enquiries (including those where Pembroke is being reactive).

It is proposed that the College adopt the following simple protocol for all media enquiries:

Any enquiries from members of the press should, in the first instance, be referred to the Head of Communications. If she is not available then they should be forwarded to the Master’s Executive Assistant. In the event that both are unavailable refer to the Master directly.

The Head of Communications will consult with the Master, and/or other members of the Governing Body, before making any statement on a reactive matter on behalf of the College. Indeed, in most instances statements will go out under the name of the Master or a Fellow although distributed by the Head of Communications.

In proactive matters with the press the same prior consultation with apply. The Head of Communications reports to the Master and will always provide full briefings as new matters arise.
ANTI BRIBERY POLICY

A) INTRODUCTION

Bribery is, in the conduct of the College’s business, the offering or accepting of any gift, loan, payment, reward or advantage for personal gain as an encouragement to do something which is dishonest, illegal or a breach of trust.

Bribery is a criminal offence and the College prohibits any form of bribery. We require compliance, from everyone connected with our business, with the highest ethical standards and anti-bribery laws applicable. Integrity and transparency are of utmost importance to us and we have a zero tolerance attitude towards corrupt activities of any kind, whether committed by employees or by third parties acting for or on behalf of Pembroke College.

B) OFFENCES

It is a criminal offence to:

- offer a bribe;
- accept a bribe;
- bribe a foreign official;
- fail to prevent a bribe.

You should be aware that if you are found guilty by a court of committing bribery, you could face up to 10 years in prison and/or an unlimited fine. The College could also face prosecution and be liable to pay a fine.

C) PURPOSE

The purpose of this policy is to convey to all employees and interested parties of Pembroke College the rules of the College in relation to our unequivocal stance towards the eradication of bribery and our commitment to ensuring that Pembroke College conducts its business in a fair, professional and legal manner.

D) SCOPE

This policy applies to all employees of Pembroke College, regardless of seniority or location. It also extends to anyone working for or on our behalf e.g. those engaged by us on a self-employed basis or an agency arrangement. We will encourage the application of this policy where our business involves the use of third parties e.g. suppliers, contractors.

E) POLICY

It is prohibited, directly or indirectly, to offer, give, request or accept any bribe i.e. gift, loan, payment, reward or advantage, either in cash or any other form of inducement, to or from any person or company in order to gain commercial, contractual or regulatory advantage for the College, or in order to gain any personal advantage for an individual or anyone connected with the individual in a way that is unethical.

It is also prohibited to act in the above manner in order to influence an individual in his capacity as a foreign public official. You should not make a payment to a third party on behalf of a foreign public official.

If you are offered a bribe, or a bribe is solicited from you, you should not agree to it unless your immediate safety is in jeopardy. You should immediately contact the Home Bursar or Bursar so that action can be taken if considered necessary. You may be asked to give a written account of events.
F) **SUSPICION**

If you, as an employee or person working on our behalf, suspect that an act of bribery, or attempted bribery, has taken place, even if you are not personally involved, you are expected to report this to the Home Bursar or Bursar. You may be asked to give a written account of events.

Appropriate checks will be made before engaging with suppliers or other third parties of any kind to reduce the risk of our business partners breaching our anti-bribery rules.

The College will ensure that all of its transactions, including any sponsorship or donations given to charity, are made transparently and legitimately.

Pembroke College takes any actual or suspected breach of this policy extremely seriously and will carry out a thorough investigation should any instances arise.

We will uphold laws relating to bribery and will take disciplinary action against any individual, or other relevant action against persons working on our behalf or in connection with us, should we find that an act of bribery, or attempted bribery, has taken place. This action may result in your dismissal if you are an employee, or the cessation of our arrangement with you if you are self-employed, an agency worker, contractor etc.

G) **GIFTS AND HOSPITALITY**

We realise that the giving and receiving of gifts and hospitality where nothing is expected in return helps form positive relationships with third parties where it is proportionate and properly recorded. This does not constitute bribery and consequently such actions are not considered a breach of this policy.

*Gifts* include money, goods (flowers, vouchers, food, drink, event tickets when not used in a hosted business context), services or loans given or received as a mark of friendship or appreciation.

*Hospitality* includes entertaining, meals or event tickets (when used in a hosted business context) given or received to initiate or develop relations. Hospitality will become a gift if the host is not present.

No gift should be given nor hospitality offered by an employee or anyone working on our behalf to any party in connection with our business without receiving prior written approval from the Home Bursar or Bursar. Similarly, no gift or offer of hospitality should be accepted by an employee or anyone working on our behalf without receiving prior written approval from the Home Bursar or Bursar.

H) **RECORDING KEEPING**

A record will be made of every instance in which gifts or hospitality are given or received. A gift or hospitality at a value below £25 and entertaining in College and within the Collegiate University does not need to be approved, providing it does not breach this policy.

*Goods and Services*

Occasionally members of staff may wish to purchase goods or services through suppliers to College. There is nothing wrong with this so long as the anti-bribery policy is complied with and there can be no implication of commercial advantage being offered in return for favourable rates.
This will normally mean that such goods and services should not be offered to or received by staff at rates more favourable than those on offer to the College. Where any doubt might arise prior approval should be sought from the Home Bursar or Bursar.

As the law is constantly changing, this policy is subject to review and the College reserves the right to amend this policy without prior notice.
PERSONAL RELATIONSHIP POLICY

A) INTRODUCTION

Strong professional working relationships are vital to the success of the College. In accordance with latest Equality legislation and in conjunction with the College's Equal Opportunities policy and the Harassment policy the College is committed to the principle of equality for all existing staff and potential employees. The College is, on the whole, able to accommodate personal relationships, however on occasions these can cause a conflict of interest, therefore it is necessary that this policy is carefully followed to ensure that equality of opportunity and treatment is maintained at all times. It is not possible to outline every eventuality and in certain circumstances, not explicitly referred to here; it may still be deemed that there is conflict of interest requiring assessment and action by the College.

B) DEFINITION OF A PERSONAL RELATIONSHIP

Any one, two or more staff members employed by the College, who are connected through a family relationship (parent, child, grandchild, sibling, including steps, husband/wife, partner); personal business associate, in a commercial or financial relationship or are in a sexual/romantic relationship (even if short term one).

C) PROFESSIONAL CONDUCT

The high professional integrity of the staff is highly valued and depended on by the College to ensure that all its business is conducted in an effective manner. It is therefore important that all staff are aware of potential conflicts or interests that can arise in the professional work environment from employees having personal relationships, such as issues of equality, fairness of treatment, or confidentiality.

D) PERSONAL RELATIONSHIPS BETWEEN MEMBERS OF STAFF

Personal relationships should not affect the work of the individuals involved. The principles of professionalism and equality should be maintained at all times.

In the case where individuals in a personal relationship are:

i) working closely together;

ii) in the same department as each other; or

iii) there is a direct reporting relationship.

They should not generally be involved in the processes of recruitment, training and developing, promoting, appraising, grading, disciplining or hearing a grievance of a person they have a personal relationship with. Once the relationship has been declared (see next section about declaring), the College will try to find an alternative arrangement either by nominating an independent person to conduct the process or by altering the reporting structure through agreement with staff members concerned. In the unlikely event that an alternative provision is not possible it is expected that the absolute highest standard of professionalism is maintained by individuals and that matters are handled fairly consistently in line with the treatment afforded to all staff. In cases where there may be an actual or perceived risk of unfair treatment, staff and managers should always seek advice from their College Officer before acting.
E) DECLARATION OF PERSONAL RELATIONSHIP BETWEEN STAFF

Any member of staff who is involved in a personal relationship with another staff member who works in the same department as them or with whom they work closely, must declare this personal relationship, in confidence, to their Line Manager, who with the College Officer will assess any potential areas of conflict of interest. Suitable arrangements will be made to ensure that the professional integrity of the both individuals and the College is upheld, that all staff are treated fairly and that potential accusations of unfair treatment by other staff are avoided.

F) BREACH OF PERSONAL RELATIONSHIP POLICY

Staff should be aware that any breach of this policy may result in disciplinary action being taken.

G) MANAGEMENT RESPONSIBILITIES

The College requires all persons with management responsibilities to ensure that professional conduct by their staff is observed.

H) ADVICE AND FURTHER INFORMATION

If any member of staff is unclear about any aspect of this Personal Relationship Policy or uncertain as to whether a relationship should be declared or what may constitute a conflict of interest, they can seek confidential advice from their College Officer.
WHISTLE-BLOWERS

A) INTRODUCTION

Under certain circumstances, employees are protected from suffering any detriment or termination of employment if they make disclosures about organisations for whom they work.

B) QUALIFYING DISCLOSURES

1. Certain disclosures are prescribed by law as “qualifying disclosures”. A “qualifying disclosure” means a disclosure of information that the employee genuinely and reasonably believes is in the public interest and shows that the company has committed a “relevant failure” by:

   a) committing a criminal offence;
   b) failing to comply with a legal obligation;
   c) a miscarriage of justice;
   d) endangering the health and safety of an individual;
   e) environmental damage; or
   f) concealing any information relating to the above.

2. These acts can be in the past, present or future, so that, for example, a disclosure qualifies if it relates to environmental damage that has happened, is happening, or is likely to happen. The company will take any concerns that you may raise relating to the above matters very seriously.

3. The Employment Rights Act 1996 provides protection for workers who ‘blow the whistle’ where they reasonably believe that some form of illegality, injustice or breach of health and safety has occurred or is likely to occur. The disclosure has to be “in the public interest”. We encourage you to use the procedure to raise any such concerns.

C) THE PROCEDURE

1. In the first instance you should report any concerns you may have to your Manager who will treat the matter with complete confidence. If you are not satisfied with the explanation or reason given to you, you should raise the matter with the appropriate official organisation or regulatory body.

2. If you do not report your concerns to your Manager you should take them direct to the appropriate organisation or body.

D) TREATMENT BY OTHERS

Bullying, harassment or any other detrimental treatment afforded to a colleague who has made a qualifying disclosure is unacceptable. Anyone found to have acted in such a manner will be subject to disciplinary action.
CAPABILITY PROCEDURES

A) INTRODUCTION

We recognise that during your employment with us your capability to carry out your duties may deteriorate. This can be for a number of reasons, the most common ones being that either the job changes over a period of time and you fail to keep pace with the changes, or you change (most commonly because of health reasons) and you can no longer cope with the work.

B) JOB CHANGES/GENERAL CAPABILITY ISSUES

1. If the nature of your job changes or if we have general concerns about your ability to perform your job we will try to ensure that you understand the level of performance expected of you and that you receive adequate training and supervision. Concerns regarding your capability will normally first be discussed in an informal manner and you will be given time to improve.

2. If your standard of performance is still not adequate you will be warned in writing that a failure to improve and to maintain the performance required could lead to your dismissal. We will also consider the possibility of a transfer to more suitable work if possible.

3. If there is still no improvement after a reasonable time and we cannot transfer you to more suitable work, or if your level of performance has a serious or substantial effect on our organisation or reputation, you will be issued with a final warning that you will be dismissed unless the required standard of performance is achieved and maintained.

4. If such improvement is not forthcoming after a reasonable period of time, you will be dismissed with the appropriate notice.

C) PERSONAL CIRCUMSTANCES/HEALTH ISSUES

1. Personal circumstances may arise which do not prevent you from attending for work but which prevent you from carrying out your normal duties (e.g. a lack of dexterity or general ill health). If such a situation arises, we will normally need to have details of your medical diagnosis and prognosis so that we have the benefit of expert advice. Under normal circumstances this can be most easily obtained by asking your own doctor for a medical report. Your permission is needed before we can obtain such a report and we will expect you to co-operate in this matter should the need arise. When we have obtained as much information as possible regarding your condition and after consultation with you, a decision will be made about your future employment with us in your current role or, where circumstances permit, in a more suitable role.

2. There may also be personal circumstances which prevent you from attending work, either for a prolonged period(s) or for frequent short absences. Under these circumstances we will need to know when we can expect your attendance record to reach an acceptable level. This may again mean asking your own doctor for a medical report or by making whatever investigations are appropriate in the circumstances. When we have obtained as much information as possible regarding your condition and after consultation with you, a decision will be made about your future employment with us in your current role or, where circumstances permit, in a more suitable role.

D) SHORT SERVICE STAFF

We retain discretion in respect of the capability procedures to take account of your length of service and to vary the procedures accordingly. If you have a short amount of service, you may not be in receipt of any warnings before dismissal but you will retain the right to a hearing and you will have the right to appeal.
A) **INTRODUCTION**

1. It is necessary to have a minimum number of rules in the interests of the whole organisation.

2. The rules set standards of performance and behaviour whilst the procedures are designed to help promote fairness and order in the treatment of individuals. It is our aim that the rules and procedures should emphasise and encourage improvement in the conduct of individuals, where they are failing to meet the required standards, and not be seen merely as a means of punishment. We reserve the right to amend these rules and procedures where appropriate.

3. Every effort will be made to ensure that any action taken under this procedure is fair, with you being given the opportunity to state your case and appeal against any decision that you consider to be unjust.

4. The following rules and procedures should ensure that:

   a. the correct procedure is used when requiring you to attend a disciplinary hearing;
   
   b. you are fully aware of the standards of performance, action and behaviour required of you;
   
   c. disciplinary action, where necessary, is taken speedily and in a fair, uniform and consistent manner;
   
   d. you will only be disciplined after careful investigation of the facts and the opportunity to present your side of the case. On some occasions temporary suspension on contractual pay may be necessary in order that an uninterrupted investigation can take place. This must not be regarded as disciplinary action or a penalty of any kind;
   
   e. other than for an "off the record" informal reprimand, you have the right to be accompanied by a fellow employee at all stages of the formal disciplinary process;
   
   f. you will not normally be dismissed for a first breach of discipline, except in the case of gross misconduct; and
   
   g. if you are disciplined, you will receive an explanation of the penalty imposed and you will have the right to appeal against the finding and the penalty.

B) **DISCIPLINARY RULES**

It is not practicable to specify all disciplinary rules or offences that may result in disciplinary action, as they may vary depending on the nature of the work. In addition to the specific examples of unsatisfactory conduct, misconduct and gross misconduct shown in this handbook, a breach of other specific conditions, procedures, rules etc. that are contained within this handbook or that have otherwise been made known to you, will also result in this procedure being used to deal with such matters.
RULES COVERING UNSATISFACTORY CONDUCT AND MISCONDUCT

(These are examples only and not an exhaustive list)

You will be liable to disciplinary action if you are found to have acted in any of the following ways:

a. failure to abide by the general health and safety rules and procedures;

b. smoking in designated non smoking areas;

c. consumption of alcohol on the premises (unless authorised for a social event);

d. persistent absenteeism and/or lateness;

e. unsatisfactory standards or output of work;

f. rudeness towards students, customers, members of the public or other employees, objectionable or insulting behaviour, harassment, bullying or bad language;

g. failure to devote the whole of your time, attention and abilities to our College business and its affairs during your normal working hours;

h. unauthorised use of E-Mail and Internet;

i. failure to carry out all reasonable instructions or follow our rules and procedures;

j. unauthorised use or negligent damage or loss of our property;

k. failure to report immediately any damage to property or premises caused by you; and

l. loss of driving licence where driving on public roads forms an essential part of the duties of the post.

SERIOUS MISCONDUCT

1. Where one of the unsatisfactory conduct or misconduct rules has been broken and if, upon investigation, it is shown to be due to your extreme carelessness or has a serious or substantial effect upon our operation or reputation, you may be issued with a Final Written Warning in the first instance.

2. You may receive a Final Written Warning as the first course of action, if, in an alleged gross misconduct disciplinary matter, upon investigation, there is shown to be some level of mitigation resulting in it being treated as an offence just short of dismissal.
E) RULES COVERING GROSS MISCONDUCT

(These are examples only and not an exhaustive list.)

You will be liable to summary dismissal if you are found to have acted in any of the following ways:-

a. grossly indecent or immoral behaviour, deliberate acts of unlawful discrimination or serious acts of harassment;

b. dangerous behaviour, fighting or physical assault;

c. incapacity at work or poor performance caused by intoxicants or drugs;

d. possession, or being under the influence, of drugs* at work; and

*For this purpose, the term ‘drugs’ is used to describe both illegal drugs and other psychoactive (mind-altering) substances which may or may not be illegal;

e. deliberate falsification of any records (including time sheets, absence records and so on, in respect of yourself or any fellow employee);

f. undertaking private work on the premises and/or in working hours without express permission;

g. working in competition with us;

h. taking part in activities which result in adverse publicity to ourselves, or which cause us to lose faith in your integrity;

i. theft or unauthorised possession of money or property, whether belonging to us, another employee, or a third party;

j. destruction/sabotage of our property, or any property on the premises;

k. serious breaches of health and safety rules, including those within the Health & Safety Policy, that endanger the lives of or may cause serious injury to employees or any other person;

l. interference with, or misuse of, any equipment for use at work that may cause harm;

m. gross insubordination and/or continuing refusal to carry out legitimate instructions;

n. abuse of the personal harassment policy;

o. abuse of the protected disclosure provisions; and

p. breach of confidentiality rules.
### F) DISCIPLINARY PROCEDURE

1. Disciplinary action taken against you will be based on the following procedure:

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<tr>
<th>OFFENCE</th>
<th>FIRST OCCASION</th>
<th>SECOND OCCASION</th>
<th>THIRD OCCASION</th>
<th>FOURTH OCCASION</th>
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<tr>
<td>UNSATISFACTORY CONDUCT</td>
<td>Formal verbal warning</td>
<td>Written warning</td>
<td>Final written warning</td>
<td>Dismissal</td>
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<th>MISCONDUCT</th>
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<th>SERIOUS MISCONDUCT</th>
<th>Final written warning</th>
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<thead>
<tr>
<th>GROSS MISCONDUCT</th>
<th>Dismissal</th>
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2. We retain discretion in respect of the disciplinary procedures to take account of your length of service and to vary the procedures accordingly. If you have a short amount of service you may not be in receipt of any warnings before dismissal but you will retain the right to a disciplinary hearing and you will have the right of appeal.

3. If a disciplinary penalty is imposed it will be in line with the procedure outlined above, which may encompass a formal verbal warning, written warning, final written warning, or dismissal, and full details will be given to you.

4. In all cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not heeded.

### G) DISCIPLINARY AUTHORITY

The operation of the disciplinary procedure contained in the previous section is based on the following authority at the various levels of disciplinary action.

- Formal verbal warning: Line Manager
- Written warning: Home Bursar/Bursar
- Final written warning: Home Bursar/Bursar
- Dismissal: Bursar/Home Bursar/Master
H) PERIOD OF WARNINGS

1. Formal verbal warning
   
   A formal verbal warning will normally be disregarded for disciplinary purposes after a six month period.

2. Written warning
   
   A written warning will normally be disregarded for disciplinary purposes after a twelve month period.

3. Final written warning
   
   A final written warning will normally be disregarded for disciplinary purposes after a twelve month period.

I) GENERAL NOTES

1. If you are in a supervisory or managerial position then demotion to a lower status may be considered as an alternative to dismissal except in cases of gross misconduct.

2. In exceptional circumstances, suspension from work without pay for up to five days as an alternative to dismissal (except dismissal for gross misconduct) may be considered by the person authorised to dismiss.

3. Gross misconduct offences will normally result in dismissal without notice.

4. You have the right to appeal against any disciplinary action.
CAPABILITY/DISCIPLINARY APPEAL PROCEDURE

1. You have the right to lodge an appeal in respect of any capability/disciplinary action taken against you.

2. If you wish to exercise this right you should apply either verbally or in writing to the person indicated in your individual Statement of Main Terms of Employment.

3. An appeal against a formal warning or dismissal should give details of why the penalty imposed is either too severe, inappropriate or unfair in the circumstances.

4. The appeal procedure will normally be conducted by a member of staff not previously connected with the process so that an independent decision into the severity and appropriateness of the action taken can be made.

5. If you are appealing on the grounds that you have not committed the offence then your appeal may take the form of a complete re-hearing and reappraisal of all matters so that the person who conducts the appeal can make an independent decision before deciding to grant or refuse the appeal.

6. You may be accompanied at any stage of the appeal hearing by a fellow employee of your choice, who may act as a witness or speak on your behalf. The result of the appeal will be made known to you in writing within five working days after the hearing.

7. This is the final stage of the disciplinary appeal process.
GRIEVANCE PROCEDURE

1. It is important that if you feel dissatisfied with any matter relating to your employment you should have an effective means by which such a grievance can be aired and, where appropriate, resolved.

2. Nothing in this procedure is intended to prevent you from informally raising any matter you may wish to mention. Informal discussion can frequently solve problems without the need for a written record. However, if you wish to raise a formal grievance you should normally do so in writing from the outset.

3. You have the right to be accompanied at any stage of the procedure by a fellow employee who may act as a witness or speak on your behalf to explain the situation more clearly.

4. If you feel aggrieved at any matter relating to your work (except personal harassment, for which there is a separate procedure following this section), you should first raise the matter with the person specified in your Statement of Main Terms of Employment, explaining fully the nature and extent of your grievance. You will then be invited to a meeting at a reasonable time and location at which your grievance will be investigated fully. You must take all reasonable steps to attend this meeting. You will be notified of the decision, in writing, normally within ten working days of the meeting, including your right of appeal.

5. If you wish to appeal you must inform your Manager within five working days. You will then be invited to a further meeting, which you must take all reasonable steps to attend. As far as reasonably practicable, the College will be represented by a more senior manager than attended the first meeting (unless the most senior manager attended that meeting).

6. Following the appeal meeting you will be informed of the final decision, normally within ten working days, which will be confirmed in writing.
EQUAL OPPORTUNITIES POLICY

A) STATEMENT OF POLICY

1. We recognise that discrimination is unacceptable and although equality of opportunity has been a long standing feature of our employment practices and procedure, we have made the decision to adopt a formal equal opportunities policy. Breaches of the policy will lead to disciplinary proceedings and, if appropriate, disciplinary action.

Our policy is to provide equal opportunities and we are committed to the principle of equality regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation. We will apply employment policies that are fair, equitable and consistent with the skills and abilities of our employees and the needs of the College. We look to your support in implementing these policies to ensure that all employees are accorded equal opportunity for recruitment, training and promotion and, in all jobs of like work, on equal terms and conditions of employment.

We will not condone any discriminatory act or attitude in the conduct of the College with the public or our employees. Acts of harassment or discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation are disciplinary offences.

2. The aim of the policy is to ensure no job applicant, employee or worker is discriminated against either directly or indirectly on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

3. We will ensure that the policy is circulated to any agencies responsible for our recruitment and a copy of the policy will be made available for all employees and made known to all applicants for employment.

4. The policy will be communicated to all private contractors reminding them of their responsibilities towards the equality of opportunity.

5. The policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice.

6. We will maintain a neutral working environment in which no employee or worker feels under threat or intimidated.

B) RECRUITMENT AND SELECTION

1. The recruitment and selection process is crucially important to any equal opportunities policy. We will endeavour through appropriate training to ensure that employees making selection and recruitment decisions will not discriminate, whether consciously or unconsciously, in making these decisions.

2. Promotion and advancement will be made on merit and all decisions relating to this will be made within the overall framework and principles of this policy.

3. Job descriptions, where used, will be revised to ensure that they are in line with our equal opportunities policy. Job requirements will be reflected accurately in any personnel specifications.

4. We will adopt a consistent, non-discriminatory approach to the advertising of vacancies.

5. We will not confine our recruitment to areas or media sources which provide only, or mainly, applicants of a particular group.
6. All applicants who apply for jobs with us will receive fair treatment and will be considered solely on their ability to do the job.

7. All employees involved in the recruitment process will periodically review their selection criteria to ensure that they are related to the job requirements and do not unlawfully discriminate.

8. Short listing and interviewing will be carried out by more than one person where possible.

9. Interview questions will be related to the requirements of the job and will not be of a discriminatory nature.

10. We will not disqualify any applicant because he/she is unable to complete an application form unassisted unless personal completion of the form is a valid test of the standard of English required for the safe and effective performance of the job.

11. Selection decisions will not be influenced by any perceived prejudices of other staff.

C) TRAINING AND PROMOTION

1. Senior staff will receive training in the application of this policy to ensure that they are aware of its contents and provisions.

2. All promotion will be in line with this policy.

D) MONITORING

1. We will maintain and review the employment records of all employees in order to monitor the progress of this policy.

2. Monitoring may involve:-

   a. the collection and classification of information regarding the race in terms of ethnic/national origin(s) and gender of all applicants and current employees.

   b. the examination by ethnic/national origin(s) and gender of the distribution of employees and the success rate of the applicants.

   c. recording recruitment, training and promotional records of all employees, the decisions reached and the reason for those decisions.

3. The results of any monitoring procedure will be reviewed at regular intervals to assess the effectiveness of the implementation of this policy. Consideration will be given, if necessary, to adjusting this policy to afford greater equality of opportunities to all applicants and staff.

4. Any monitoring of applicants will not form part of the selection process and will not be forwarded to the selection panel.
PERSONAL HARASSMENT POLICY AND PROCEDURE

A) INTRODUCTION

1. Pembroke College does not tolerate any form of harassment or victimisation and expects all members of the College community, its visitors and contractors to treat each other with respect, courtesy and consideration.

2. The College is committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all members of the College community are respected.

3. The aims of the College as reflected in this Policy are to:
   a. Promote a positive environment in which people are treated fairly and with respect;
   b. Make it clear that harassment is unacceptable and that all members of the College have a role to play in creating an environment free from harassment;
   c. Provide a framework of support for staff and students who feel they have been subject to harassment; and
   d. Provide a mechanism by which complaints can wherever possible be addressed in a timely way.

4. Those in positions of authority within the College, such as Bursars, have formal responsibilities under this Policy and are expected to familiarise themselves with the Policy and Procedures on appointment. All senior members of the College have a duty to implement this Policy and to make every effort to ensure that harassment and victimisation do not occur in the areas for which they are responsible and that, if they do occur, any concerns are investigated promptly and effectively.

5. All members of the College community have the right to expect professional behaviour from others, and a corresponding responsibility to behave professionally towards others. All members of the College community have a personal responsibility for complying with this Policy and Procedure and must comply with and demonstrate active commitment to this Policy by:
   a. Treating others with dignity and respect;
   b. Discouraging any form of harassment by making it clear that such behaviour is unacceptable; and
   c. Supporting any member of the College who feels they have been subject to harassment, including supporting them to make a formal complaint if appropriate.

6. This Policy and Procedures are designed to deal with harassment which occurs primarily within the environment of one or more colleges. Incidents of harassment that occur outside the college environment and/or solely within the University environment will normally be dealt with under the appropriate University procedure. If there is doubt as to whether the college or University procedure applies, you are advised to seek advice from the relevant college officers described in this Procedure, the Director of Student Welfare and Support Services or the University's Harassment Line.
7. This Policy and Procedures should be read alongside other Pembroke College policies and procedures.

8. Any member of the College community who feels they have been subject to harassment can also contact the University Harassment Advisory Service, or their local Harassment Advisor, for support. The Service is also available to those against whom an allegation of harassment has been made. Other sources of help and advice can be found at: www.admin.ox.ac.uk/eop/harassmentadvice.shtml

B) DEFINITIONS

9. A person subjects another to harassment where they engages in unwanted and unwarranted conduct which has the purpose or effect of:

- violating another person’s dignity, or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for another person.

The recipient does not need to have explicitly stated that the behaviour was unwanted.

10. Freedom of speech and academic freedom are protected by law though these rights must be exercised within the law. Vigorous academic debate will not amount to harassment when it is conducted respectfully and without violating the dignity of others or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

11. Bullying is a form of harassment and may be characterised as offensive, intimidating, malicious or insulting behaviour, or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

12. The College seeks to protect any member of the College community from victimisation, which is a form of misconduct which may itself result in a disciplinary process. The College will regard as victimisation any instance where a person is subjected to detrimental treatment because they have, in good faith:
   a) made an allegation of harassment, or
   b) indicated an intention to make such an allegation, or
   c) assisted or supported another person in bringing forward such an allegation, or
   d) participated in an investigation of a complaint, or
   e) participated in any disciplinary hearing arising from an investigation, or
   f) taken any other steps in connection with this Policy and Procedure, or
   g) is suspected of having done so.

C) BEHAVIOURS

13. Harassment may involve repeated forms of unwanted and unwarranted behaviour, but a one-off incident can also amount to harassment.

14. The intentions of the alleged harasser are not always determinative of whether harassment has taken place. The perception of the complainant and the extent to which that perception is in all the circumstances reasonable will also be relevant.

15. Being under the influence of alcohol, drugs or otherwise intoxicated is not an excuse for harassment.
16. Harassment can take a variety of forms:

   a) Through individual behaviour
      • face to face, either verbally or physically
      • through other forms of communication, including but not limited to, written
        communications and communications via any form of electronic media or mobile
        communications device: such behaviour may also amount to a breach of the
        college’s regulations relating to the use of Information Technology Facilities.
      • directly to the person concerned, or to a third party
   b) Through a prevailing workplace or study environment which creates a culture which
      tolerates harassment or bullying, for example the telling of homophobic or racist jokes.

17. Examples of behaviour which may amount to harassment under this Policy include (but
    are not limited to) the following:

   a) unwanted physical contact, ranging from an invasion of space to an assault, including
      all forms of sexual harassment, including:
      • inappropriate body language
      • sexually explicit remarks or innuendoes
      • unwanted sexual advances and touching
   b) offensive comments or body language, including insults, jokes or gestures and
      malicious rumours, open hostility, verbal or physical threats: these include all forms of
      harassment and abuse on the grounds of disability, race or sexual orientation
   c) insulting, abusive, embarrassing or patronising behaviour or comments
   d) humiliating, intimidating, and/or demeaning criticism
   e) persistently shouting at, insulting, threatening, disparaging or intimidating an individual
   f) constantly criticising an individual without providing constructive support to address
      any performance concerns
   g) persistently overloading an individual with work that they cannot reasonably be
      expected to complete
   h) posting offensive comments on electronic media, including using mobile
      communication devices
   i) threatening to disclose, or disclosing, a person’s sexuality or disability to others without
      their permission
   j) deliberately using the wrong name or pronoun in relation to a transgender person, or
      persistently referring to their gender identity history
   k) isolation from normal work or study place, conversations, or social events
   l) publishing, circulating or displaying pornographic, racist, homophobic, sexually
      suggestive or otherwise offensive pictures or other materials.

18. Stalking may also be a form of harassment and may be characterised by any of the
    following repeated and unwanted behaviours:

   a) Following a person;
   b) Contacting, or attempting to contact, a person by any means;
   c) Publishing any statement or other material –
      • Relating or purporting to relate to a person, or
      • Purporting to originate from a person;
   d) Monitoring the use by a person of the internet, email or any other form of electronic
      communication;
   e) Loitering in any place (whether public or private);
   f) Interfering with any property in the possession of a person;
g) Watching or spying on a person including through the use of CCTV or electronic surveillance.

D) APPLICATION OF THE POLICY

19. Harassment is a serious offence. Any member of the College community who feels they have been subject to harassment can make a complaint via the appropriate Procedure: see Annexe A for the Procedure in relation to complaints about staff; and Annexe B for the Procedure in relation to complaints about students.

20. When a criminal offence may have been committed, the relevant harassment Procedure may not be appropriate. These cases will include, but not be limited to, serious assault or threat of serious assault. Student members can seek advice from the Director of Student Welfare and Support Services and/or approach the Police directly; and staff members can seek advice from the Bursars and/or approach the Police directly. Further guidance on dealing with cases of sexual assault or sexual violence is available from the University at Guidance for staff on handling cases of sexual assault or sexual violence.

21. Incidents of harassment that occur outside of the college environment and within the University environment will normally be dealt with under the appropriate University procedure. These procedures can be found at: www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure/

22. If a complainant is deemed to have known or to have reasonably been expected to know that a complaint was unfounded, the allegation of harassment may be judged to be vexatious or malicious, and disciplinary action may be taken against them. No action will be taken if a complaint which proves to be unfounded is judged to have been made in good faith.

23. All parties involved in a complaint (including any witnesses who may be interviewed as part of any investigation, or trade union representatives supporting any of the parties) should maintain the confidentiality of the process. Those involved in advising complainants should, where possible, seek the consent of the individual for the onward disclosure of relevant information to those with a clear need to know. Where such consent is not forthcoming, the person entrusted with the information should make it clear that, in exceptional circumstances, it may be necessary to disclose the information, taking account of the duty of care which may be owed to the individual and/or others.

24. This Policy and Procedure may be found in hard copy from the college office. Copies in alternative formats are available on request.

25. This Policy and Procedure will be subject to regular review by Pembroke College.
COMPLAINTS OF HARASSMENT AGAINST COLLEGE STAFF

1. The Procedure below applies in all cases where the person who is the subject of the complaint is a member of College staff, or who has an association with a particular college, short of an employment contract. The Bursar will have oversight of all cases, and will take the lead as appropriate in liaising with other parts of the collegiate University.

2. Where the complainant is a student, support during this process will be provided by the Student Welfare Lead and, where relevant, the Director of Student Welfare and Support Services.

3. This complaints Procedure may not be applicable where the allegations are of behaviours that may attract criminal sanction. These cases may include, but are not limited to, cases of serious assault or threat of serious assault. In the first instance such allegations will normally be a matter for police investigation and action. This complaints Procedure therefore focuses on complaints of harassment which can be dealt with within the College environment. However, it also includes the procedure for informing and receiving support from the College in cases where there is police involvement.

INITIAL ACTION

4. The Procedure below assumes that the individual has not been able first to resolve the issue through an informal approach. If a member of staff wishes to seek informal resolution, they should approach the Bursar to ask for help in achieving a resolution of the problem. Students should seek support from the Student Welfare Lead. At no time should a student or staff member feel obliged to approach an alleged harasser.

COMPLAINTS PROCEDURE

5. If informal action does not succeed in resolving the situation, or would not be appropriate given the nature of the complaint, the complainant should make a written complaint. If the complainant is a member of staff, the complaint should be submitted to the Bursar. If the complainant is a student, the complaint should be submitted to the Student Welfare Lead who will then communicate it to the Bursar and/or relevant Head of Department. A student complainant may also seek support as relevant from the Director of Student Welfare and Support Services. In cases where it is not immediately clear to whom a complaint should be addressed, or if the complainant feels it is not appropriate to approach the Bursar or wishes to make a complaint against the Bursar, advice may be sought from Harassment Advisors / Student Welfare Lead. Students and staff can seek support from College Harassment Advisors throughout the complaints process. If the student or staff member does not feel comfortable contacting a College Harassment Advisor, they can contact the Harassment Line for details of another advisor (Tel. 01865 270760 or e-mail harassment.line@admin.ox.ac.uk).

SUBMISSION OF THE COMPLAINT

6. In the submission to the [Human Resources Lead] or [Student Welfare Lead], the complainant should set out as clearly and succinctly as possible

a) the nature of the behaviour that they are concerned about;

b) the effect of this behaviour on them; and
c) the resolution they are seeking.

d) The complaint should include dates and details of any witnesses to any incidents referred to in the complaint, together with any documentary evidence. The complainant should also explain what attempts, if any, have been made to resolve the difficulties and the outcome they are seeking.

7. Every effort will be made to achieve a prompt resolution to the complaint – the aim being to conclude the investigation within a period of no more than six weeks. Both the complainant and the person who is the subject of the complaint will be expected to co-operate with the College in achieving that result. In exceptional cases, an investigation may take longer than six weeks, and both parties will be kept updated about the progress of the investigation.

8. Both parties to the complaint have the right to be accompanied and supported [if applicable: by a trade union representative or] by a colleague of their choice from within the College at any meeting held under this procedure. If the complaint involves a student they may be accompanied by another student member of the College or a member of the College’s welfare team, a senior member of the College, or a member of staff from OUSU’s Student Advice Service. These people must maintain appropriate confidentiality.

9. There may be circumstances in which an aggrieved party is not willing, or able, to make a formal complaint but the Bursar or Student Welfare Lead considers that the implications for the aggrieved person or others actually or potentially affected are serious. This may include cases where other parties, but not the aggrieved party, have made a complaint. In this case, the Head of House or other senior member may initiate an investigation and make a decision on further action on the basis of such evidence as is available.

I) ACTION BY THE BURSAR ON RECEIPT OF A COMPLAINT

10. On receipt of a complaint, the Bursar will, in consultation with the Student Welfare Lead in the event of a student complainant, take such steps as they think necessary or appropriate to understand the nature of the complaint and the outcome sought which may include:

   a) informing the person against whom a complaint has been made of the allegations against him or her;
   b) meeting separately with the complainant and the alleged harasser (at which meetings they should be provided with the right to be accompanied);
   c) speaking to other relevant people on a confidential basis; and/or
   d) obtaining further relevant information.

11. The Bursar will then decide how to proceed and will inform the parties in writing. They may make such enquiries as are necessary to determine the complaint, or may commission an investigation, where circumstances preclude them from concluding the matter in a timely fashion.

12. The Bursar may also determine that immediate interim action is necessary pending the outcome of a formal process.

J) INVESTIGATION

13. The purpose of an investigation is to establish the relevant factual evidence in connection with the allegation(s) made by the complainant.
14. As a general rule, the Investigator should not have had previous involvement with the issues in the case. The investigation should be concluded as soon as is reasonably practicable. The Investigator will prepare a report and may, if specifically requested to do so by the Bursar make recommendations on possible courses of action.

15. The Bursar will inform the complainant and the person who is the subject of the complaint in writing (i) of the conclusions they have reached having reviewed the evidence, including any investigation report; (ii) of the action the Bursar intends to take; and (iii) of the reasons for any such action.

16. The Bursar will also inform any other parties who have been asked to participate in an investigation that the investigation has been concluded.

K) INVESTIGATION PROCEDURE

17. The procedure for an investigation will normally be as follows, but may be adapted by the Investigator to meet the needs of the case:–

a. The Investigator will meet the complainant to confirm the details of the complaint.

b. The complaint as clarified will be forwarded to the person complained against together with any other relevant material that the Investigator has.

c. The Investigator will interview, where reasonably practicable, individuals identified by the complainant as having relevant evidence.

d. The Investigator will meet the person complained against to hear their response to the complaint and any further evidence that has come to light.

e. The Investigator will interview, where reasonably practicable, individuals identified by the person complained against as having relevant evidence.

f. Having considered all the evidence, including any relevant documents, the Investigator will prepare a written report of their findings, in relation to which they may check relevant sections in draft with the parties before finalising.

g. The report will be forwarded to the Bursar usually with a copy to the Head of House / other relevant college officer(s), and, if the complainant is a student, normally to the Student Welfare Lead. In cases involving students, consent should be sought from the complainant to inform their department if appropriate. The Student Welfare Lead will ensure that appropriate support is available to students following an investigation.

L) APPEAL FROM THE BURSAR’S DECISION

18. If either party does not accept the outcome of the complaint (including any judgement that the complaint was vexatious), they may invoke the relevant grievance or complaint procedure within the time scales specified.

19. If a student complainant is not satisfied with the outcome following the investigation of the formal written complaint, they may be able to apply to the Office of the Independent Adjudicator for Higher Education (OIA) for a review of the case. They must do so within three months of the date of the Completion of Procedures letter.
M) POTENTIALLY CRIMINAL CONDUCT

20. This Procedure may not be applicable where the allegations are of behaviours that may attract criminal sanction. This would include, but not be limited to, cases of serious assault or threat of assault.

N) CONFIDENTIALITY

21. Information concerning allegations of harassment must so far as reasonably possible be held in confidence by those to whom it is divulged. Unnecessary disclosure of such allegations may attract disciplinary sanction. Information will be shared on a need-to-know basis, including as appropriate with the individual against whom a complaint is brought. Once a formal complaint is pursued, it is likely to be appropriate and/or necessary for certain information to be provided to others within the College, the University, or to external bodies.

22. Those to whom disclosure may be made outside the University include the police, the Office of the Independent Adjudicator (“OIA”) and the civil and criminal courts. The College will not normally report a matter to the police without the complainant’s agreement, except in those rare circumstances where there is sufficient evidence to suggest that an individual poses an extreme risk.

O) RECORDS

23. The College and all those involved in this process must comply with the principles of the Data Protection Act 199. These include ensuring that personal data is kept accurate and up-to-date, held securely, and not kept for longer than necessary.

24. Those interviewed in the course of any investigation will be asked to review the notes of their individual discussions with the Investigator as soon as is reasonably possible in order to comment on any inaccuracies or omissions.

28. The Bursar and if the student is a complainant, the Student Welfare Lead, should be consulted about filing and retaining any notes and documents, all of which must be held in confidence.
TERMINATION OF EMPLOYMENT

A) RESIGNATIONS

All resignations by employees must be supplied in writing, stating your reason for resignation.

B) TERMINATING EMPLOYMENT WITHOUT GIVING NOTICE

If you terminate your employment without giving or working the required period of notice, as indicated in your individual statement of main terms of employment, you will have an amount equal to any additional cost of covering your duties during the notice period not worked deducted from any termination pay due to you. This is an express written term of your contract of employment. You will also forfeit any contractual accrued holiday pay due to you over and above your statutory holiday pay, if you fail to give or work the required period of notice.

C) REPAYMENT OF OUTSTANDING MONIES

On the termination of your employment we have the right to deduct from any termination pay due to you, any monies collected by you on our behalf and any advances of wages or any loans which we may have made to you. This is an express written term of your contract of employment.

D) RETURN OF OUR PROPERTY

On the termination of your employment you must return all our property, including your University Card, which is in your possession or for which you have responsibility. Failure to return such items will result in the cost of the items being deducted from any monies outstanding to you. This is an express written term of your contract of employment.

E) EMAIL

On termination of your employment you should comply with all necessary arrangements to ensure your email account is made available to colleagues from the date of your departure. (For its part the College will take all reasonable steps to ensure that personal communications are forwarded to you.)

F) GARDEN LEAVE

If either you or the Bursar/Home Bursar/Master serves notice on the other to terminate your employment the Bursar/Home Bursar/Master may require you to take “garden leave” for all or part of the remaining period of your employment.

If you are asked to take “garden leave” you:

i) must not attend your place of work or any other premises of the College or any associated College, unless otherwise requested by the Bursar/Home Bursar/Master.

i) may be asked to relinquish immediately any offices you hold in the College or any associated College

ii) may not be required to carry out your normal duties during the remaining period of your employment; however you will still be available for answering queries.

iii) must return to the Bursar/Home Bursar/Master all documents, software, equipment, College property and other materials (including copies) belonging to the College or associated College containing confidential information.
iv) must not, without the prior written permission of the Bursar/Home Bursar/Master, contact or attempt to contact any client, customer, supplier, agent, professional adviser, broker, or banker of the College or any associated College or any employee of the College or any associated College.

NB. During any period of “garden leave” you will continue to receive your full salary and any other contractual benefits.