

**TATE EMPLOYEE HANDBOOK**

**JULY 2004**

## **WELCOME TO TATE**

Museums and galleries are places of personal and community fulfilment. They can liberate the imagination, open doors to the past and reflect the creative energy of the present.

Their success depends on many factors: the excellence of their collections, the quality of their scholarship and care, the vision and range of their public programmes and the appeal of their buildings. Most important, however, is the imagination and commitment of their employees.

Tate has changed dramatically in the last two decades. Without the extraordinary dedication, loyalty, hard work and expertise that characterises the people who work for Tate we could not have achieved this transformation. The realisation of our bold ambitions for the future will depend equally on the abilities of our team.

Welcome to Tate. I hope that your experience of working here will be positive and rewarding. Our aim is to create an effective framework within which people can work and develop their careers.

I hope that this handbook will help you understand how we work and how you can play your part at Tate.

Nicholas Serota  
Director

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### Using this Handbook

This handbook forms part of Tate’s policies and procedures and it is your responsibility to ensure that, along with your contract of employment, you have read and understood its contents. If there is anything you do not understand or require further clarification on, you should speak to your line manager.

The aim of this handbook is to provide you with the guidance and main policies that you must follow in your work. At points in the handbook you will be signposted to where you can find further information or related policies as follows:

This handbook is also available electronically on Tatenet. The version of the handbook on Tatenet will be updated regularly and in the event of discrepancies between the content of this copy of the handbook and the one on Tatenet, the Tatenet version will apply.

## 1 INTRODUCTION TO TATE

Tate holds the [national collection](#) of British art and of international modern art, currently comprising over 63,000 works. Tate is a family of galleries and operates on five sites in different parts of Britain:

- [Tate Britain](#) at Millbank, London was founded as the National Gallery of British art in 1897 and became the Tate Gallery in 1932. In 2000 it was renamed and became Tate Britain. Tate Britain presents the national collection of British art from 1500 to the present day.
- [Tate Liverpool](#) is located on the Albert Dock in Liverpool and was opened in 1988. Tate Liverpool is one of the largest galleries of modern art outside of London.
- [Tate St Ives](#) is located on Porthmeor Beach in St Ives and opened in June 1993. Tate St Ives also comprises the Barbara Hepworth Museum and Sculpture Garden which has been run by Tate since 1980. Tate St Ives displays modern and contemporary art, in particular the internationally recognised St Ives School.
- [Tate Modern](#) at Bankside, London was opened in May 2000. Tate Modern presents the national collection of international modern and contemporary art.
- Tate Store at Southwark, London provides storage for approximately 8,500 paintings and sculptures not on display.

Tate has an extensive publishing and [research](#) programme and operates Europe's leading art website [www.tate.org.uk](http://www.tate.org.uk). Tate Enterprises Limited is a wholly owned subsidiary of Tate through which Tate operates its highly successful trading activities – [publishing](#), catering and [retail](#). All the profits generated through Tate Enterprises are returned to Tate.

Tate is governed by a Board of twelve Trustees who are appointed by the Prime Minister. Tate subscribes to the ten core museum values set out in the [Museum Association](#) Code of Ethics. Tate is an executive non-departmental public body (NDPB) employing its own staff and responsible for its own expenditure. It is an exempt charity, able to raise funds from sponsorship, donations and legacies. It also receives funding from the Department for Culture, Media and Sport (DCMS). Tate is accountable to the public for the services it provides and is required to demonstrate that it is conducting its operations as economically, efficiently and effectively as possible.

### 1.1 Tate's Mission, Aims and Values

#### **Mission**

Tate's ambition is bold – we aspire to be regarded as one of the leading visual arts organisations by international standards. The foundation for our day-to-day programme is our mission. Laid down by Parliament in the 1992 Museums and Galleries Act, it is 'to increase public knowledge, understanding and appreciation of art'. Everyone who works for Tate contributes to that mission.

## **Aims**

Guided by our mission, we have identified seven principal aims to underpin our work.

These are:

### COLLECTION

- To substantially strengthen and extend the range of Tate's Collection and the intellectual assets surrounding it.

### PROGRAMMES

- To present an innovative and authoritative range of changing displays, exhibitions, education programmes, publications and events.

### AUDIENCES

- To give better service to our visitors, and develop larger and more diverse audiences.

### BUILDINGS

- To improve our galleries and the care of our Collection and create plans for future developments.

### PEOPLE AND INFRASTRUCTURE

- To improve Tate's financial position and make better use of resources by working together in more effective ways.

### RELATIONSHIPS

- To give a greater sense of ownership and involvement in Tate to our visitors, friends, supporters, patrons and associates, and to those who work here and contribute on a daily basis.

### AGENT OF CHANGE

- To develop Tate's role in the wider world, underpinned by effective communication of our activities.

## **Values**

Tate's values are the basic principles that underpin the decisions, actions and behaviour of everyone who works for Tate and, combined with hard work, commitment and creative energy, are the foundation for Tate's success. These values provide a framework for the way in which all employees are asked to operate, over and above the general expectation to be honest, diligent and respectful of others.

### ENABLING

Public service is a central part of Tate's remit and, as such, everyone is expected to work together for the greater good, and to support colleagues in helping them to attain our shared goal of increasing public knowledge, appreciation and understanding of art.

### INITIATIVE

We encourage people to seek solutions rather than identify problems, to be creative and dynamic in their thinking and to take informed risks where appropriate.

## COMMITMENT TO LEARNING

We aim to develop skills and reward progress as well as to recognise excellence and lead by example; in order to do this, we must share and add to our knowledge.

## FAIRNESS

We respect difference, value diversity and aim to provide equal opportunities for all employees.

We use these values to guide our systems and our approach to management, from employee performance management reviews to visitor and customer care.

## **2 COMMUNICATION AND INVOLVEMENT**

We believe that good communication is important between employees at all levels. Communication is a two way process and we operate a variety of mechanisms to inform, engage and gather ideas and feedback from employees. Our aim is to give a sense of ownership and involvement for all those who work and contribute to the success of Tate.

### **2.1 Tate Plan**

Each year Tate produces a plan which sets out the objectives and priorities for the coming year agreed as part of Tate's annual planning process. The plan is published at the beginning of April each year and a copy is issued to all employees. Copies of individual departmental plans are available on Tatenet.

### **2.2 Tate Staff Council**

The Tate Staff Council (TSC) was established in 1996. The Council is a consultative body that brings together senior managers, elected employee representatives and trade union representatives. The role of the TSC is to give employees a voice in the decisions that affect them and an opportunity to give feedback on these decisions. Working parties may be set up to look at particular issues. The Council meets four times a year with representatives from each Tate site. Representatives are elected by employees from constituencies representing all sections of Tate. To stand for election a potential candidate must be nominated by someone from their constituency and produce a written statement explaining why they want to stand as a representative.

The Council has contributed to initiatives such as the employee surveys and the drawing up of Success Factors which were used to develop the current Performance Management System. Members of the Council have also been involved in working groups such as Internal Communications, Recognition and Reward and Learning and Development. The TSC does not discuss the annual pay review. This is carried out by the Tate Negotiating Committee.

### **2.3 Role of the Trade Unions**

Tate recognises the following trade unions:

- PCS (Public and Commercial Services Union)
- Prospect
- FDA (First Division Association)

The role of the trade unions is to represent the views of Tate employees. Employees who join a union have access to independent professional advice and representation relating to their employment. They can also be accompanied by a trade union representative at disciplinary and grievance hearings and receive advice on matters relating to pay and conditions of service.

The trade unions negotiate pay and pay-related conditions of service for all employees other than Divisional Directors. They participate in departmental reorganisation exercises which affect a large number of employees, such as the job evaluation exercise in 2002/03.

## **2.4 Tate Negotiating Committee**

The Negotiating Committee is the body which brings together unions and management to negotiate on pay and pay-related conditions of employment. It was set up in 1996. The Negotiating Committee usually holds a series of meetings during the first half of the calendar year to negotiate a pay offer which is then put to Tate's union members in ballots. If they vote in favour of the offer it is applied to all employees below the level of Divisional Director as Tate's annual pay settlement.

## **2.5 Employee Survey**

Tate is interested in understanding how employees feel about working for Tate and under-takes an Employee Survey on a regular basis. Employees are encouraged to participate in these surveys as it helps us assess how we are doing as an employer and identify where we can make improvements.

## **2.6 Tatenet**

Tate operates its own intranet, [Tatenet](#), which contains a wide variety of information from news and updates about what is happening within Tate to vacancies and more detailed information on Tate policies. This is a growing medium of communication within Tate and employees are encouraged to look at the intranet on a regular basis.

## **2.7 Notice Boards**

We recognise that not all employees have access to Tatenet. Some departments, therefore, use notice boards as the main method of keeping employees informed of news and updates. Employees who work in these areas should ensure they check the notice board daily.

## **2.8 Line Managers' Responsibilities**

Line managers are responsible for ensuring that their teams are kept up to date with policy changes and decisions that affect them and are the first point of contact for employees for information regarding any issues at work.

## **2.9 Team Meetings**

Line managers will hold regular team meetings to ensure that employees are kept up to date with developments within Tate on subjects that affect them. Team meetings are also an important opportunity for employees to input their ideas, ask questions and give feedback.

## **3 DIVERSITY**

### **3.1 Tate Diversity Statement**

We believe that diversity is a strength and key to Tate's success. Making diversity part of our everyday language and integral to all that we do will enable us to achieve our commitment to excellence, make us better placed to serve the needs of our diverse range of stakeholders locally, nationally and internationally and above all support us in fulfilling our core values of ensuring that respect, equality of opportunity and fairness are central to the way we work.

Diversity is about recognising that people are different. This can be manifested in both visible and non-visible ways and includes all the ways in which people are different – in their approach to work, their experience or values – and not just the most obvious ones such as age, gender, disability or ethnic origin. By understanding and harnessing these differences we believe it is possible to create an environment in which there is the opportunity for everyone to feel valued, their talents to be fully utilised and for both personal and organisational aspirations to be met.

We are committed to ensuring that the diverse and unique contributions that all who are involved in the work of Tate are valued. This approach extends not only to those who work at Tate but all those with whom we work in partnership, who visit our galleries or use our services. Valuing difference means valuing the qualities that different people bring to the way they work rather than judging people, their ideas and approach by the extent to which they conform to our own personal preference about the way things should be done.

We are committed to doing this by:

- creating an environment where all employees are encouraged to develop to their full potential;
- striving to ensure that both our employee profile and visitor profile generally reflects the diversity of the local, national and international context in which we work;
- supporting the use of flexible working patterns, wherever practicable, to enable employees to balance work and home responsibilities;
- endeavouring to ensure that what we do is accessible to all our visitors including identifying and removing physical, sensory, intellectual, cultural, attitudinal and financial barriers that prevent this;
- publishing an annual Tate-wide Diversity Action Plan outlining the priorities and initiatives for the coming year to meet our commitment to promote diversity;
- monitoring, evaluating and publicising our progress to enable us to learn from our experiences and build upon our success;
- ensuring that we have appropriate policies, procedures and practices in place to meet the requirements of discrimination and equal treatment legislation;
- ensuring that our policies and practices are monitored regularly and action taken to eliminate unlawful direct and indirect discrimination and promote equality of opportunity;
- providing guidance and training for all employees to promote understanding of diversity and equal opportunities and enable employees to apply these principles to their day-to-day work;
- ensuring that there are effective processes in place for resolving complaints of unfair treatment or discrimination.

## **3.2 Diversity Group**

This group has been set up to provide strategic leadership and direction to the broad range of internal and external activities that Tate undertakes to meet its commitment to promoting diversity. This group is chaired by the Deputy Director and is made up of employee representatives and those across Tate who are responsible for leading projects and initiatives that come under the diversity remit. The role of the group is to assist in formulating, disseminating and advocating policy as well as encouraging the sharing and learning from good practice. The Diversity Group is also responsible for publishing an annual Diversity Action Plan which outlines the priorities and initiatives for the coming year.

Details of the current diversity initiatives being undertaken across Tate are available on the Diversity site on Tatenet.

## **3.3 Ensuring Fair Treatment**

A key component of following through on our commitment to ensuring fair treatment for all employees is that we have in place a mechanism for those to raise concerns where they feel that we have not fulfilled this commitment.

In the event that an employee feels they have been treated unfairly or experienced discrimination in any way, they should first raise the issue with their line manager. If after doing this the employee feels the matter is unresolved then the employee should talk to Human Resources or raise a grievance through Tate's Grievance Procedure (see Section 15.4). If an employee is concerned that they are being unfairly treated by their line manager they should either speak to a more senior manager or Human Resources.

# **4 CODE OF CONDUCT**

## **4.1 Statement**

Tate's ambition is to be regarded as one of the leading visual arts organisations by international standards. Tate's mission is to increase the public's knowledge, understanding and appreciation of British, modern and contemporary art. Everyone who works for Tate, whether employed, a volunteer or contractor, has an important part to play in the achievement of these ambitions.

The success and reputation of Tate is dependent on the people who work here. This reputation can only be maintained if we all behave professionally and with courtesy and integrity towards each other and to our visitors.

Behaviour is a shared responsibility and we should all lead by example.

After consultation with employees and managers, Tate has produced a Code of Conduct so that everyone knows what is expected from them and fully understands our policies and why they have been set.

It is your responsibility to comply with the standards set out in the Code. The Code forms part of your terms and conditions of employment. Anyone not complying with the Code may face disciplinary action and in some cases dismissal.

If you do not understand the provisions contained within this Code or supporting policies please ask your line manager for clarification. If you are aware of breaches of the Code or supporting policies you should raise these with your line manager.

## **4.2 Attending Work**

### **Attendance**

As a courtesy to others and to ensure the smooth running of Tate operations, employees are expected to start and finish within their agreed hours of work. Persistent lateness and absence will be addressed by line managers.

### **Standards of Dress**

We want to project a professional image to visitors, so employees are expected to dress appropriately either in the uniform that is issued to them or in a manner appropriate to the area in which they work. In certain departments dress codes are in operation for Health and Safety reasons and must be followed.

### **Fitness for Work**

At all times you must be fit and ready to carry out your work and responsibilities. Employees should not carry out their role whilst under the influence of alcohol, drugs or other illegal substances. Any employee doing so will be subject to disciplinary action, which may result in dismissal.

During your normal working hours, including lunch or other break times, you are not permitted to drink alcohol. Employees attending evening social events and dinners on Tate business may drink alcohol but they should do so in moderation and to the degree that it does not adversely impact upon their behaviour and the reputation of Tate.

### **Smoking**

Smoking is a health and fire hazard and Tate operates a strict no smoking policy in all Tate buildings and offices. Each site has its own arrangements for those who wish to smoke and you will be told at your local induction where smoking is permitted.

## **4.3 Working Successfully with Others**

### **Treating Others Fairly**

Tate aims to provide a working environment where everyone is treated fairly. We expect you to respect visitors and work colleagues and we will not accept any behaviour that may be considered as discrimination, harassment, bullying, victimisation or favouritism.

Harassment can take many forms, ranging from violence to less obvious activities, such as ignoring someone. Harassment is behaviour that is unwelcome, unpleasant, and often intimidating. The key issue is the impact the behaviour has on the individual who feels harassed, not the intention of the harasser. Harassment at work is illegal.

Tate is committed to equal opportunities, both as an employer and provider of services to the public. In all aspects of employment, including recruitment, pay, training, promotion, termination and benefits, all employees will be treated as individuals solely on the basis of their own merits and abilities appropriate to the job. No-one should be treated less favourably because of their sex, marital status, race, colour, ethnicity, disability, age, religion or similar beliefs,

sexual orientation, political beliefs, trade union membership or working patterns. It is the responsibility of all employees to ensure their actions meet this commitment.

#### **4.4 Working with Honesty and Integrity**

Employees are placed in a position of trust and have a responsibility to protect Tate's interests.

##### **Fraud**

As a responsible employer and a non-departmental public body (NDPB) Tate will not tolerate fraud. Fraud can have a serious impact on Tate's reputation and financial viability.

Fraud covers a wide range of irregularities and illegal acts, all of which are categorised by intentional deception. This includes theft, dishonesty, deceitful behaviour, bribery, forgery, extortion, corruption, conspiracy, embezzlement, misappropriation, false representation and concealment of material facts and collusion. Fraud can range from falsifying expenses and overtime claims, stealing money or items, using Tate property and time for private use, to receiving bribes or inducements from potential contractors.

Tate operates anti-fraud policies and will ensure compliance with them. This includes a comprehensive set of financial procedures which are designed to protect both Tate's interests as well as provide protection for individual employees. These are available from Finance and on Tatenet.

Where fraud is suspected or has occurred we will carry out prompt and thorough investigations. Anyone found to be involved in fraudulent activity will have disciplinary action taken against them which may result in dismissal.

##### **Confidentiality**

At no time, either during your employment or when it terminates, should you disclose to another person any information regarding the practices, dealings, contacts or affairs of Tate, except where it is expected as part of your job. You should treat as confidential all details of other employees, visitors or contractors.

All enquiries received from the media should be referred to your site Press Officer and guidance must be sought from them before you give information or a statement to the press.

##### **Gifts**

It is important that in the course of your work when dealing with visitors, contractors or individuals, that your behaviour is above reproach. Employees should never put themselves in a position where they could be accused of taking bribes or inducements for personal gain.

Tate understands that in the course of day-to-day business some employees may be offered gifts of significant value. Employees may not accept offers of gifts from individuals or companies with whom Tate currently does, or might in the near future, conduct business, except for gifts of a token nature or of relatively insignificant value (ie. less than £25 such as diaries, calendars or promotional material).

Employees should talk to their line manager if they are unclear as to what is acceptable.

Heads of Department are required to keep records for their business area of all offers of gifts and hospitality with a value in excess of £25 and subsequent decisions taken.

## **Hospitality**

Personal invitations to non work-related, non-Tate events involving corporate hospitality, offered or given by any visitor, artist, business contact or potential contractor, must be notified to your line manager and only accepted with line manager approval.

There may be some circumstances where hospitality is offered to events which will promote Tate's interests and Tate recognises that external networking for some departments is a core part of their work. In these cases employees should be clear in what capacity they are attending and inform their line manager.

Heads of Department are required to keep a record for their business area of hospitality offered and subsequent decisions taken.

## **Declaration of Interests/Conflict of Interests**

In order to protect yourself and the reputation of Tate, employees should make their line manager aware if they have a conflict of interest and, if appropriate, ensure details are placed on the Register of Interests held by the Legal Department. A conflict of interest is where an employee has an interest in a decision that could be different from Tate's interest. This can range from being involved in decisions that affect fellow employees who are relatives, close friends or a partner, to the awarding of a contract from which you may benefit financially. Those employees who are authorised to sign purchase orders, or place contracts for goods, materials or services must adhere to Tate's rules on tendering and contracting as set out in the Tate Procurement Manual.

Employees must not seek preferential rates or benefits in kind for private transactions carried out with companies that they have had official Tate dealings with. Any work carried out by such a company, if the value is more than £200, must be placed on the Register of Interests held by the Legal Department.

If you wish to undertake work for another employer (whether paid or unpaid) or engage in any business activity in addition to your role at Tate, you should obtain the agreement of your line manager and Human Resources before doing so. This is not only to ensure that there is no conflict of interest with the work that you carry out for Tate, but also to ensure that the total hours of your combined jobs do not exceed the Working Time Regulations (See Section 7.2).

## **Acquisition of works of art and items pertaining to the Collection**

One of Tate's aims is to substantially strengthen and extend the range of its Collection. If in the course of your work for Tate, you are offered or become aware of a work of art or item for sale that falls within the ambit of the Tate Collection or Archive you must inform your line manager. Tate can then make a decision as to whether to accept or purchase such a work of art or item. An employee may not accept or purchase such a work of art or item for their own private use unless the Director, Tate Collection, on behalf of the Trustees, gives express permission. If permission is granted, this must be recorded by the Director, Tate Collection on a central register. A standard form is available on Tatenet which should be used to seek approval for all acquisitions.

## **Copyright**

All work produced for Tate by Tate employees is copyright of Tate, unless an employee has obtained an explicit agreement to the contrary. All employees whose work brings them in to contact with copyright issues must make themselves aware of Tate's Copyright Guidelines and ensure that they adhere to their requirements.

### **Private or Advisory Work**

Where private or advisory work is undertaken as a direct consequence of an employee's role within Tate, any fee receivable should be paid to Tate. In any other circumstances the receipt of fees should be discussed and agreed with line managers. Permission must be given by line managers if an employee wishes to lecture, broadcast, examine or submit articles on subjects which come within the ambit of Tate. Any request for permission to undertake private or advisory work should be made using the standard form available on Tatenet.

Curators and other employees may not identify or authenticate items in private ownership for personal payment, gifts or favours. In certain circumstances opinions and valuations are permitted; these are described in the Guidelines for Tate Employees on Carrying out Private or Advisory Work.

### **Publishing**

If an employee is approached by a publisher, other than Tate Publishing, the employee must inform their line manager, who should seek advice from Tate Publishing, so that any potential conflict of interest can be avoided. After investigation, if Tate Publishing is satisfied that there is no conflict of interest the employee may, with certain conditions attached, be given permission to contribute to the outside publication. Similarly, any approaches to an outside publisher should not be made without the prior agreement of Tate Publishing.

### **Use of Tate Address and Resources**

As a public body we have to use the resources that we have responsibly. Wasting resources through misuse or mismanagement will be viewed very seriously and may result in disciplinary action. The Tate address may not be used to receive private mail. Tate headed paper and any other stationery bearing the Tate logo is only to be used for correspondence on Tate matters and not for private use.

### **Telephones and Faxes**

Private use of Tate telephones, including mobile telephones, and faxes, are to be kept to an absolute minimum.

### **Whistle Blowing Policy**

The Whistle Blowing Policy provides a facility for you to disclose, through appropriate channels, any incidence of malpractice or wrongdoing by a current or ex-employee, without fear of personal detriment or victimisation.

You are protected under the law, if you believe in good faith, that malpractice or wrongdoing has been, or is likely to be committed.

Examples are:

- Actions that are deemed to be a criminal offence.
- Failure to comply with legal obligations.
- Health and safety risks to individuals.

If you raise a concern about malpractice this should be done in good faith, without any malicious intent or financial gain. A concern should be raised through your line manager or any senior manager in whom you feel able to confide.

If there is a concern about safety, employees should notify the Health and Safety and Security Adviser on 020 7887 8808.

## **Criminal Convictions**

Appointments at Tate are subject to security clearance. Failure to disclose a criminal conviction, unless it has been spent as described under the 'Rehabilitation of Offenders Act 1974', may lead to your appointment being withdrawn or terminated. If you are subject to any criminal proceedings whilst in employment, other than a minor motoring offence such as speeding, you need to notify Human Resources or your line manager immediately. It will not automatically result in your dismissal. However we will consider whether the situation means that your offence deems you unsuitable to continue to carry out your job and we may invoke Tate's disciplinary procedure.

## **4.5 Working with Information and Computers**

### **Use of Email and Internet**

It is very important that all Tate employees are aware of and follow the Electronic Communications policy. Tate takes misuse of the Internet and email very seriously and monitors employee use in line with the law.

Email can be used for reasonable and appropriate personal use. However, such personal use must be legal, decent and not excessive. Passing jokes, chain letters, or other emails which amount to harassment; the downloading and circulating of pornographic or offensive and defamatory material, will be viewed as a serious disciplinary matter and may lead to dismissal for gross misconduct.

Employees should keep their passwords confidential. In order to protect Tate systems and to ensure that we operate within software licensing, no individual may install software on their computer without proper authorisation from Information Systems and their line manager.

### **Data Protection**

The Data Protection Act (DPA) is intended to regulate how organisations handle personal data. Tate, its managers and you, as an employee, can be prosecuted if we break the rules. We want to be able to demonstrate to our employees and all who have contact with Tate that we have respect for their personal and confidential information.

People have to tell us clearly that we can use their data. In return we have to say how we will hold and use that data. We have a standard way of asking for this on our forms. We have to notify the regulators of what, why and how we are collecting data. We should only ask for what we need.

Data should be accurate and up to date. Individuals can ask to see information that is held about them and we must respond within 40 days.

Personal data is confidential and should be locked away and not shared with anyone who has no right to have it. Personal data includes home addresses and personal telephone numbers.

Your personal record is kept within the Human Resources Department and is stored both on paper as part of your personal file and electronically on Tate's Human Resources Database. To ensure that we keep the details we hold on you up-to-date, you should notify Human Resources of any changes in your personal circumstances such as a change in name, marital status, home address or next of kin. You have the right to see the contents of your personal file or the details

held about you on your computer record. If you wish to do so you must apply in writing to the Human Resources Department, who will respond within 40 days of receipt of your request.

## **THIS CODE OF CONDUCT APPLIES TO ALL TATE EMPLOYEES**

Employees will receive department-specific inductions, which may have additional policies and procedures to be followed. It is your responsibility to ensure that you understand and are fully aware of these.

## **5 HEALTH, SAFETY AND SECURITY**

### **5.1 Health and Safety**

Tate has a Health and Safety Policy and operates clear procedures to ensure we comply with our legal obligations and to ensure as far as reasonably practical, the health, safety and well being of all who work at Tate. All employees have a responsibility and duty to ensure that their working practices do not endanger themselves, other employees or visitors. It is part of your terms and conditions of employment that you comply with all Tate's guidelines on Health and Safety. Each Tate site has its own Health and Safety Co-ordinator who can be contacted for advice. If you become aware of any way in which health and safety can be improved you should report this to either your line manager or the Health and Safety Co-ordinator for your site.

#### **Health and Safety Training**

All employees will receive induction training on fire alarms, evacuations, emergency procedures, first aid facilities and instruction on any hazardous process, equipment or substance used in their department. Employees will be issued with a booklet entitled Tate, Safety and Emergency Recovery Guidelines. Employees should familiarise themselves with this booklet and the Health and Safety Policy displayed on department notice boards.

#### **Lifting and Handling**

In roles where lifting and handling is required, employees should ensure that they are fully trained and understand how to use any manual handling equipment.

#### **Protective Clothing and Equipment**

Tate will provide protective clothing and equipment where this is necessary. Protective clothing must be worn and equipment used at all times where this has been identified as a health and safety requirement.

#### **Display Screen Users – VDU/CCTV**

Tate wants to safeguard all employees who use Display Screen Equipment and CCTV as part of their role. Tate will ensure that work stations meet the regulation standards and will carry out risk assessments on display screens and equipment. Employees who spend a large part of their working day using VDUs and CCTV may request a screen user eye test by contacting the Human Resources Department. Employees are expected to attend eye tests and subsequent visits to the opticians in their own time.

#### **First Aiders**

Tate ensures that it has trained First Aiders. Employees should ensure that they know how to contact the First Aiders for their department in the event of an emergency.

### **Reporting Accidents**

If an employee has an accident at work they must report it to their line manager and ensure that an Accident Report Form (available on Tatenet or from your site Health and Safety Co-ordinator) is completed and sent to their site Health and Safety Co-ordinator.

### **Fire Safety**

All employees should familiarise themselves with the action they need to take in case of fire and evacuation of the building.

### **Working from Home**

Tate employees are based at one of the five Tate sites. However, Tate recognises that from time to time, employees may wish to work from home. This must only be done in agreement with their line manager. Employees working from home have a responsibility to ensure that they are working safely and not putting themselves at risk, have appropriate space to work in and use the correct equipment.

## **5.2 Employee Welfare**

The initial responsibility for employee wellbeing rests with line managers and employees are encouraged to seek support from their line managers if they are experiencing difficulties either at work or at home which are impacting or are likely to impact upon their work.

However, we recognise that there may be situations where line managers do not have the expertise to help. Equally, employees may have personal or private reasons why speaking to an independent third party may be more helpful to them. To meet these needs Tate employs a Welfare Officer, who is available to offer confidential support, practical help, guidance and information on a wide range of work and non-work related issues including health problems, financial difficulties, relationship breakdown, child care, work and working relationship problems. The Welfare Officer can be contacted by leaving a voicemail message on extension 8028.

To supplement the Welfare Service, Tate also subscribes to StartHere which is an easy-to-use information service which signposts you to the specialist organisations and services that can help you with information on housing, health, education and social issues. Two versions of StartHere are available, one of which is specifically tailored for employees in St Ives. StartHere can be accessed from the Human Resources site on Tatenet.

## **5.3 Security**

Tate wants to ensure a safe and secure environment for all Tate's assets, employees and visitors. It is the responsibility of employees to ensure that they follow and comply with Tate's security procedures and are diligent in reporting and responding to any breaches of security.

### **Personal Safety**

At no time should Tate employees risk their own personal safety. If an employee is faced with a potentially violent or threatening situation then they should raise the alarm and call security. If an employee sees an unattended bag or package then they should not touch or remove it and security must be informed. Employees who are required to work in the evening should take care when travelling home. If an employee is concerned about travelling home late at night they should speak to their line manager.

### **Access – Door Codes/Swipe Cards**

All employees are issued with a Tate Pass. Employees should wear their pass at all times whilst on Tate premises where it can be clearly seen. If you lose your pass you should contact your site Security Manager and the Health, Safety and Security Administrator based at Millbank. In areas where door codes are used, employees must not divulge the codes to contractors, visitors or anyone not employed by Tate. Swipe Cards must only be used by the person they have been issued to and must not be given or lent to anyone else. Visitors are required to sign in and must be accompanied at all times.

### **Bomb Threats and Threatening Phone Calls**

Employees who work in areas where they may receive bomb threats or threatening phone calls will receive training on how to deal with these.

### **Personal Searches**

From time to time Tate security staff will carry out personal searches. This will happen if there is a terrorist alert, or a reasonable belief that there has been a breach of security, or that Tate or personal property is being removed without permission. Employees are entitled to have a representative present during the search which will be carried out by a member of the security team. Employees can ask to be searched by a person of the same sex. An employee who unreasonably refuses to submit to a search may face disciplinary action.

### **State of Terrorist Alert**

Tate follows advice given out by the security division of the Cabinet Office regarding the level of potential terrorist activity. There are four stages of alert and the current state is displayed at employee entrances and on Tatenet.

## **6 JOINING TATE**

Tate wants all new employees to feel welcome and able to settle into their new role and the organisation as quickly as possible. Effective induction and having access to the right information is crucial to enabling this to happen.

### **6.1 Induction**

Inductions vary from site to site, but generally include:

- Human Resources Induction – a one hour session, normally held on the first day of employment.
- Information and Communications Induction – a half day workshop which new starters attend in the first week of their employment. This workshop aims to provide an overview and introduction into Tate's Information and Communication systems.
- Departmental Induction - a programme organised by the line manager designed to provide new starters with a comprehensive induction into their role and department.
- Tate Induction Course – this course is normally run every two months and aims to provide an overall introduction to Tate.

Additionally, Tatenet is a valuable source of information and new employees are encouraged to use this to induct themselves into Tate and how we operate.

## **6.2 Probationary Periods**

All new employees are required to complete a six month probationary period. The probationary period is a trial period which enables both Tate and the employee to ensure that the job is suitable for them. This is a two-way process which provides the opportunity for feedback to be given by both sides to ensure that an effective working relationship is established. Reviews are carried out at three and six months. If the probationary period has been completed satisfactorily, then the appointment will be confirmed. If there are concerns about an individual's performance and their suitability for the role, then the probationary period may be extended for another three months. At the end of this extension if the employee fails to meet the performance standards required for their role, their employment will be terminated.

## **6.3 Obtaining a Tate Pass**

Once you have been security cleared, you will be contacted by the Health, Safety and Security Administrator based at Millbank so arrangements can be made for you to be issued with a Tate Pass. This process normally takes 3 weeks from receipt of your completed Security Vetting Form. In the interim you will be required to sign in daily at the security desk and obtain a Visitor Pass.

## **6.4 Salary Advance for Annual Season Ticket Loan**

For employees with more than a three month contract a salary advance may be granted, at Tate's discretion, to purchase an annual season ticket for travel between an employee's home and normal place of work. Application forms are available on Tatenet or from the Human Resources Department.

# **7 HOURS OF WORK AND THE WORKING TIME REGULATIONS**

## **7.1 Our Approach**

Tate wants to protect the health, safety and wellbeing of employees. We want employees to work effectively and be productive whilst at work. It is important, therefore, that employees do not work excessive hours and ensure that they take their meal and rest breaks. Tate's hours of work, meal and rest breaks comply fully with the requirements of the Working Time Regulations.

## **7.2 Working Time Regulations**

The Working Time Regulations restrict working hours to a maximum of 48 per week, provide minimum daily and weekly rest break entitlements, provide for annual paid leave and give special protection to night workers. These regulations apply to all employees, with greater restrictions on employees under the age of 18. Employees who have responsibility for managing their own working hours are exempt from the regulations with the exception of entitlement to annual leave. This would apply to most Senior Managers at Tate.

### **Working Hours**

Employees cannot be forced to work for more than 48 hours per week on average. The average weekly working time is calculated over a 17 week reference period. This calculation must include all work carried out whether this is for Tate or another employer. Accordingly, employees are requested to obtain permission from their line manager and Human Resources if

they wish to take up other employment. If this additional work brings the employee's total working hours per week to over 48 hours, their position under the Working Time Regulations will need to be reviewed.

An individual worker may agree to work more than 48 hours per week. If so, he or she should sign an opt-out agreement. Tate does not encourage the use of opt-out agreements and would positively discourage any employee from working more than 48 hours per week. Working time includes travelling where it is part of the job, working lunches and job-related training. It does not include travelling between home and work, lunch breaks or any other breaks, evening classes or day-release courses.

### **Rest Breaks**

Employees have the right to 11 hours of uninterrupted rest between each working day and must have at least one whole day off per week. Days off can be averaged over a two-week period, meaning employees can take two days off per fortnight. Days off are taken in addition to annual leave.

Employees are entitled to a minimum 20 minutes rest break, in each working day lasting more than 6 hours. In certain circumstances rest breaks, rests between working days and days off can be accumulated and used later. For example during busy periods, or if someone works a long way from home and needs to work longer hours over fewer days to complete a task more quickly.

### **Employees Working at Night**

Night time is defined as a period of at least 7 hours between 22.00 and 07.00. An employee who regularly works at least 3 hours during night time should not average more than 8 hours in each 24 hour period. This is calculated over a 17 week period.

If a night worker's job involves special hazards or physical or mental strain, there is no averaging and they must not work more than 8 hours in any one 24 hour period. Night workers are entitled to a free health assessment before they start working at night which should be repeated regularly (usually on an annual basis). This comprises a questionnaire, followed by a medical examination if there are concerns about the employee's fitness for night work. Questionnaires for Tate employees working at night will be issued by the line manager.

### **Employees Under the Age of 18**

There are special provisions for young workers, ie those who are aged between school leaving age and 18 years of age. Please see the Managers Guidelines on Tatenet for further details.

## **7.3 Tate Arrangements**

### **Hours of Work**

- **FULL TIME** - Tate's standard working week for full time employees is 36 hours worked over 5 days. This is called net hours. The standard paid working day at Tate is 7 hours 12 minutes (7.2 hours). In addition to the standard working hours, full time employees are entitled to a one hour unpaid meal break each day. The total gross working hours (inclusive of unpaid breaks) for a full time employee are, therefore, 41 hours per week.
- **PART TIME** - Part time employees are those who work less than 36 hours per week.

Any specific requirements regarding how hours will be worked are detailed in individual contracts of employment.

### **Core Hours**

For non-shift working employees Tate operates core hours of 10.00–16.00. Start times may be between 08.00–10.00 and finish times between 16.00–18.00. Appropriate start and finish times will be agreed between employees and line managers to ensure the smooth running of the department.

Some departments within Tate work on a flexi-time basis. Employees will be informed about any flexi-working arrangements that apply to them at their department induction.

### **Arrangements for Working Extra Hours**

In order to meet the requirements of your role you may be required to work additional hours. If this occurs your line manager will discuss and agree the arrangements with you. Details of any eligibility for additional payment or time-off-in lieu for working extra hours will be detailed in your contract of employment.

### **Breaks**

All employees are entitled to a one hour unpaid meal break each day and are encouraged to take this. Those working in roles that require shift work, eg Gallery Assistant will be offered additional paid breaks. Employees will be informed by their line manager of the arrangements for taking breaks which apply to their department and role.

### **Flexible Working**

From time to time Tate receives requests from employees who for different reasons want to reduce their working week or vary their working pattern. Employees who are parents of young children have a statutory right to request to work flexibly (see Section 14.7). Requests from other employees will be considered on an individual basis, taking into consideration the reason for the request and the operational impact of any change on the efficient working of the department.

## **8 ANNUAL LEAVE**

### **8.1 Our Approach**

Under the Working Time Regulations, all employees are entitled to four weeks' paid annual leave, which includes public holidays. Tate's annual leave entitlement exceeds the statutory requirement. We want to encourage all employees to take their annual leave to ensure their continued health, wellbeing and effectiveness at work.

### **8.2 Tate Annual Leave Entitlements**

Annual leave entitlements for full time employees commence at 25 working days per annum increasing to 27 working days per annum on completion of 3 years' continuous service with Tate.

Annual leave for part time employees is based on the full-time entitlements above but calculated on a pro-rata basis, in accordance with the number of hours worked each week.

Some employees who were in post at 30 September 1996 have reserved rights to annual leave and their entitlements will be detailed in their individual contracts of employment.

The Tate annual leave year runs from 1 March to 28 or 29 February each year.

### **Requesting Leave**

At the start of each leave year all employees are issued with an Annual Leave Form detailing their annual entitlement. Requests for leave must be made to your line manager by submitting your Annual Leave Form, giving as much notice as possible. Leave can only be taken with approval of your line manager. Leave requests will be accommodated as far as possible, however, if a line manager cannot approve leave because to do so will disrupt the smooth running of the department, they will confirm in writing to the individual the reasons for refusal.

All employees have a responsibility to keep a record of the leave they have taken on their Annual Leave Form.

### **Carrying Leave Over**

Employees should make every effort to take their full leave entitlement each year. With the agreement of their line manager, employees may carry over up to two weeks leave into the next annual leave year.

### **Sickness During Annual Leave**

Annual leave can be postponed or re-arranged if an employee falls sick immediately before their leave begins. If an employee falls sick whilst on leave, if the sickness lasts for more than four days and the leave is for a week or more, they can apply for an alternative period of leave, if a doctor's certificate is provided.

### **Leavers**

When an employee leaves their annual leave entitlement will be recalculated from the beginning of the annual leave year until their leave date. Any annual leave entitlement not taken when an employee leaves will be paid in lieu with their final salary. Any annual leave taken over the individual's entitlement will be deducted from their final salary payment. Annual leave may only be taken during a notice period in exceptional circumstances.

## **8.3 Public Holidays**

### **Full Time Employees**

Full time employees will receive payment for the following 8 public holidays:

- New Year's Day, or the first Monday in January when New Year's Day falls on a Saturday or Sunday
- Good Friday
- Easter Monday
- The first Monday in May (May Day)
- The last Monday in May (Spring Holiday)
- The last Monday in August (August Bank Holiday)
- Christmas Day
- 26 December
- 27 December when 25 or 26 December is Sunday
- 28 December when 25 is Saturday and 26 a Sunday

Tate grants an additional paid day off, known as a Tate day, on 24 December when the galleries are closed.

For operational reasons, it may be necessary to change the designated day of a public holiday. Tate reserves the right to vary the public holidays detailed and substitute alternatives as necessary.

## **Part Time Employees**

Part time employees are entitled to accrue public holidays with pay on a pro rata basis in accordance with the number of hours worked each week. Accordingly, part-time employees will receive an Additional Leave Entitlement to reflect their pro rated entitlement to the 8 public holidays and 1 Tate day. This is in addition to annual leave entitlement and can be taken at any time in that leave year, subject to the agreement of the line manager.

If a public holiday or Tate day falls on one of the employee's normal working days and this time is taken off, the number of working hours not worked on that day should be deducted from their Additional Leave Entitlement.

## **Payment for Working on a Public Holiday**

Details of any eligibility for additional payments for working on public holidays will be detailed in your contract of employment.

### **8.4 Unpaid Leave**

Unpaid leave will only be granted in exceptional circumstances and once all annual leave and any leave carried over from the previous leave year has been taken. Applications for unpaid leave should be made to your line manager and must be approved by Human Resources before being granted. Entitlements to annual leave and paid time off for public holidays do not accrue during periods of unpaid leave. Unpaid periods of service do not count towards the calculation of reckonable service for pension purposes.

### **8.5 Religious Holidays**

If an employee needs time off for a principal religious holiday of their faith, we will either try to rearrange the working week to allow the time off, or allow the time off from their normal annual leave entitlement. If this is not possible, then unpaid leave will be permitted.

## **9 ABSENCE FROM WORK**

### **9.1 Our Approach**

We recognise that there may be instances when you may not be fit enough or may be unable to attend work. Whatever the cause of the absence our aim is to ensure that all employees are treated fairly and sympathetically. On occasions that you are not able to attend work, you are responsible for ensuring you follow the correct reporting procedure.

### **9.2 Sickness Absence**

Our sickness procedures are designed to identify employees who need support and also enable us to minimise the disruption that absence can cause.

In operating these procedures we are committed to the following:

- Providing a sick pay scheme for eligible employees who are genuinely unfit for work, provided they do nothing to aggravate their condition.
- Ensuring employees can return to the same job as that held before sick leave, providing they are fully fit to carry out the job.

- Providing welfare support via Tate’s Welfare Officer (see [Section 5.2](#) for further details).
- Providing help, advice, and, where possible, temporary alternative employment to those whose health problems affect their ability to do their current job.
- Where possible providing permanent alternative employment to retain employees who develop a permanent health problem or disability, which makes them unable to continue in their current job.
- Monitoring levels of absence across all employees and seeking ways to reduce absence where it is too high.
- Identifying employees whose attendance record is particularly disruptive to the running of the organisation and working with them to reduce this to an acceptable standard.
- Investigating any underlying causes of high levels of absence within jobs (eg high accident rates, poor morale) and eliminating these causes to improve welfare and occupational health standards.

### 9.3 Sick Pay

If you are off sick because of illness or injury, you may receive Tate sick pay.

The payment of Tate sick pay will be your normal basic salary less any entitlement to Statutory Sick Pay (SSP) paid to you by Tate.

In order to receive both SSP and Tate sick pay, documented evidence is required in the form of either a [self-certification form](#) or doctor’s medical certificate.

Eligibility for sick pay is based on length of continuous service as follows:

Duration of the probationary period (this will normally be 6 months)	Up to 4 weeks’ sick pay at full pay
Successful completion of the probationary period up to 3 years’ service	Up to 16 weeks’ sick pay per annum at full pay
More than 3 years’ service	Full pay up to a maximum of 6 months’ pay during any period of 12 months and thereafter half pay subject to a maximum of 12 months’ sick leave in any period of 4 years or less. When sick leave is not continuous, the 12 months and 6 months periods reckon as 365 and 182 days respectively, including any non-working days occurring within a period of absence.

Entitlement is calculated from the first day of sickness. If the sickness period continues over an anniversary date, this entitlement remains the same as on the first day of sickness.

Employees whose period of service began prior to 1 October 2003 have reserved rights to sick pay and should consult their contract for details of their sick pay entitlements.

#### Extension of Sick Pay

In exceptional circumstances line managers may request an extension of sick pay for an employee through the Head of Human Resources. Records will be kept of extensions and the reasons for them to ensure consistency and fairness.

### **Third Party Claims**

If an employee is off sick as a result of an accident involving a third party they will receive their sick pay as usual. If the employee makes a claim for damages against the third party in respect of the accident and is awarded compensation for loss of earnings, the employee will be required to pay back their sick pay to Tate, in line with the compensation received.

### **9.4 Your Responsibilities if you are Sick**

You should telephone your line manager on the first day of absence and within one hour of your usual start time. If you are unable to speak directly to your line manager, you should leave a message with the most senior person available in your department including a telephone number where you can be contacted. Your line manager may telephone you to ascertain the reason for absence and the expected date of your return to work. If you are unable to contact anyone in your department you should telephone Human Resources.

You are responsible for keeping your line manager informed during the course of your absence of your progress and the date on which you will be returning to work. As a guideline this should be at least once per week, or whenever your doctor's certificate is due to run out.

### **Certification**

If you are absent from work due to ill health for 7 consecutive calendar days or less (including weekends and rest days), you must complete a Tate [self-certification form](#). This form is available from Tatenet or Human Resources.

If you are absent for more than 7 consecutive calendar days, due to ill health, you are required to provide a medical certificate from your doctor to cover your absence from the eighth day onwards. This must be sent/handed in to your line manager.

### **Return to Work Interview**

When you return to work after any period of absence, your line manager will carry out a return to work interview.

### **9.5 Monitoring of Absences**

All absences are monitored by line managers and Human Resources. Employees who are experiencing health problems which are affecting their ability to attend work regularly may also find it helpful to contact Tate's Welfare Officer.

Where the cause of the absence, number of days absence or number of occurrences gives cause for concern, this will be discussed with you by your line manager and/or Human Resources Advisor. If appropriate a referral to Tate's Occupational Health Advisor may be made to provide advice to ensure that Tate is taking all the necessary steps to support you to attend work regularly.

If required to do so by Tate, you will be expected to undergo a medical examination by a doctor or medical expert and authorise the production to Tate of a report, resulting from such an examination.

### **9.6 Medical, Hospital and Dental Appointments**

Employees should, wherever possible, arrange to attend routine medical, hospital and dental appointments outside of their normal working hours. Where employees have flexible working arrangements (i.e. work part-time, are on a flexible rota or work flexi-time), appointments should be accommodated within their non-working time. Where this is not possible, with the approval of their line manager, employees will be permitted to paid time off to attend appointments. Employees, if requested, may be required to produce an appointment card to confirm their attendance.

## **9.7 Compassionate Leave**

We recognise the need to support employees at the time of bereavement. Compassionate leave may be given in the following circumstances:

- In the case of the death of an employee's immediate family/partner, up to 1 week's paid leave.
- In the case of the death of a close friend or more distant relative, paid leave will be given to attend the funeral.

In the event of serious ill health of a family member/partner:

- Up to a maximum of 1 week's paid time off may be granted. If the situation is ongoing and the employee requires more time off, the absence should be managed through the use of flexi time, annual or unpaid leave or through an agreed change of the employee's contracted hours.

Applications for compassionate leave should be made to your line manager and approved by Human Resources before being taken.

## **9.8 Jury Service/Court Appearance as a Witness**

Employees will be given time off to attend jury service or attend court as a witness providing they:

- Inform their line manager as soon as they receive the letter from the court. This letter should be forwarded to Human Resources.
- Return to work on any full or half days they are not required to attend court, unless travelling times make this unreasonable.
- Claim from the court the maximum amount to which they are entitled to in respect of loss of earnings. Tate will then top up the allowance to the employee's normal basic pay.

## **9.9 Time off for Public Duties**

An employee who holds a public position can have reasonable time off to perform these duties. Reasonable is determined by the following:

- The amount of time off required for the performance of an employee's particular duties.
- The effect the absence will have on the department.

Before agreeing to take up these duties an employee must discuss this with their line manager. A full list of public duties is available from Human Resources.

## **9.10 Trade Union Activities/Health and Safety Representatives**

Trade union representatives and Health and Safety representatives are allowed reasonable paid time off to be trained and to carry out their responsibilities.

## **9.11 Public Transport Strikes**

In the event of a public transport strike, line managers will discuss with employees alternative working arrangements. If an employee is unable to travel to work, ie working from home, making up the hours lost another time, or taking annual leave. Employees should do their best to try and get to work.

## **9.12 Absence without Leave**

Failing to attend work without notice or acceptable reason, unless there are mitigating circumstances, is a fundamental breach of contract, and therefore an employee who becomes absent without leave may be summarily dismissed in these circumstances.

# **10 PAY AND BENEFITS**

## **10.1 Our Approach**

Tate's aim is to offer competitive salaries against the market to enable us to attract and retain the very best people. Our pay structure rewards employees for their contribution, is fair, transparent and links pay to performance and the achievement of Tate goals. The pay structure is designed to be simple and easy to manage and understand.

## **10.2 Equal Pay Policy**

Tate operates an equal pay policy and takes steps to ensure that all employees receive equal pay for the same work. The Human Resources Department carries out regular pay audits to ensure consistency and fairness.

## **10.3 Payment of Salaries**

Employees are paid on a monthly basis. You will receive your salary directly by credit transfer into your bank or building society account no later than the 28th day of each month.

### **Changes to Pay**

Any changes to your pay will be confirmed in writing, no later than 4 weeks after the change takes place.

### **Overpayments**

If you have been overpaid by mistake either as a one-off or over a prolonged period, Tate has the right to reclaim the overpayment from you. You will be notified in advance before any deductions are made from your salary.

## **10.4 Tate Pay and Grading System**

Each role within Tate has been evaluated by a well established job evaluation scheme developed by the Croner Reward Group. This system comprises 10 different job related factors against which each role is assessed and a total points score for the role allocated. Based upon this score every role at Tate is categorised into one of the following bands:

- Leadership
- Senior Advisory
- Specialist
- Administrative & Technical
- Support

Each band has a pay scale and details of the [current pay scales](#) can be found on Tatenet.

## **10.5 Pay Review Arrangements**

### **Review of Tate Pay Scales**

Tate's Pay Scales will be reviewed annually. Where agreed in negotiation with the recognised trade unions, general increases will be applied to each scale point, taking into account market conditions and Tate's financial position. Changes to pay scales will be effective from 1 April each year.

### **Individual Annual Pay Review**

The following pay review arrangements currently apply to each band:

- **LEADERSHIP BAND** Employees' salaries will be subject to an individual annual review based on performance and taking into account the external market and internal relativities.
- **SENIOR ADVISORY BAND** Subject to satisfactory performance employees will be eligible to receive an annual increment each year until the target point is reached for the band. Progression beyond the target point will be subject to an individual annual review of salary, which will be based upon performance and take into account the external market and internal relativities.
- **SPECIALIST, SUPPORT AND ADMINISTRATIVE AND TECHNICAL BANDS** Subject to satisfactory performance, employees will be eligible to receive an annual increment each year, until the ceiling is reached for the band.

To qualify for an annual pay review employees must meet the following conditions:

- Have been employed by Tate for a minimum of six months and completed their probationary period satisfactorily.
- If promoted from one band to another, completed six months service at the higher band.
- Have performed at a satisfactory level and not have any formal written warnings on file.

The application of annual pay reviews are subject to the conclusion of the annual pay negotiations with the recognised trade unions at Tate (see Section 2.4). Increases to individual salaries will be applied when the Tate's annual pay settlement has been agreed and will be effective from 1 April.

### **Interim Salary Reviews**

Interim Salary Reviews will only take place in exceptional circumstances and must be approved by Divisional Directors and the Head of Human Resources.

## **10.6 Allowances**

Tate pays the following allowances in addition to basic pay:

### **Acting up (Responsibility) Allowance**

If an employee is required to substantially carry out responsibilities of a more senior position, or where an employee is carrying out a project, or a secondment involving working at a higher level than their usual role, they may receive an 'acting up' allowance. This allowance will only apply where the acting up period required is more than 3 weeks in duration. Where the absentee post involves supervising a 7 day shift team, the minimum period for qualification is one full shift.

### **Market Rate Allowance**

Market Rate Allowances are paid in very exceptional circumstances when a post is critical to the success of Tate and it is not possible to recruit within the pay band for the given job weight due to high market rates or skills shortages. The allowance will be reviewed annually and may be reduced or removed by offsetting any increase to basic pay.

### **Shift Allowance**

This is paid to employees who are required to work regular night shifts. It is calculated as 20% of basic pay.

## **10.7 Pension**

Pension is a key part of Tate's benefit package and Tate makes a considerable investment on behalf of employees to this benefit. Tate employees, depending on the nature of their contract, are eligible for inclusion in the Civil Service Pension arrangements which offer a choice of schemes to enable employees to select the scheme which suits them best. These schemes are currently as follows:

- **Premium** – a final salary occupational pension scheme with an employer contribution based upon salary level of between 17.1% - 25.5%. Employees are required to contribute 3.5% of pensionable pay to the scheme.
- **Partnership Pension Account** – a stakeholder pension with an employer contribution based on age of between 3% and 12.5%. Employees do not have to contribute but if they do, Tate will match contributions up to a maximum of 3% of pensionable pay.

Employees on permanent contracts are eligible to make a choice between the Premium and Partnership schemes. Employees whose employment status is defined as 'casual' under the rules of the Civil Service Pension Scheme, are only eligible for inclusion in the Partnership scheme. Casual for these purposes are temporary appointments of less than two years in duration.

On offer of employment you will be notified of the pension arrangements that apply to your appointment and will receive an information pack which provides full details of the choices and benefits available to you.

Employees who were in post on 30 September 2002 have reserved rights of access to the **Classic** and **Classic Plus** schemes.

### **Increasing your Pension Benefits**

Options for members of classic, classic plus and premium

- You can increase your years of service in the scheme. This is called buying added years.
- You can pay additional voluntary contributions, **AVCs**.

- If you earn less than £30,000 a year, you can invest up to £3,600 a year in a stakeholder pension. For more information telephone Standard Life's helpline (0800 333304) or visit [www.standardlife.co.uk/civilservice](http://www.standardlife.co.uk/civilservice).

#### Options for those with a partnership pension account

- You can increase the level of your regular monthly contributions whenever you like with 3 months' notice.
- You can also make extra contributions whenever you like during the year, but your employer will not pay matching contributions. The best way of making extra contributions is to send a cheque to your provider.
- If you earn less than £30,000 a year, you can invest up to £3,600 a year in a stakeholder pension. For more information telephone Standard Life's helpline (0800 333304) or visit [www.standardlife.co.uk/civilservice](http://www.standardlife.co.uk/civilservice).

#### **Finding out more about your Pension Benefits**

The Civil Service Pension Schemes offer a wide range of benefits which, depending upon your circumstances, may be of interest to you. To find out more about these and to ensure that you are getting the most out of this benefit you can find full details of all the schemes and their associated benefits on the civil service pensions website at [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)

The administration of the Tate pension schemes is contracted out to an external organisation called People, Pay and Pensions Agency (PPPA). If you have any queries about your pension you should call their customer care line telephone number on 01225 747 920. When contacting PPPA please quote your Tate Employee Number or National Insurance Number.

## **11 NON-CONTRACTUAL BENEFITS AND DISCOUNTS**

### **11.1 Our Approach**

Tate offers a range of benefits and services to Tate employees to enhance their enjoyment and experience of working for Tate and to give employees a greater sense of ownership and involvement. These benefits and services are offered at the discretion of Tate management. Listed below is an overview, a full list will be provided at Induction and can be found on Tatenet.

#### **Tate Discounts**

Employees will receive discounts on production of their Tate Pass at Tate shops, Tate restaurants and cafés. These discounts are for Tate employees only and cannot be extended to friends, family or partners.

#### **Admission to Exhibitions**

On production of a Tate Pass, an employee plus up to five guests can be admitted into an exhibition. An employee must accompany their guests in the exhibition. There is no requirement to acquire tickets.

#### **Members Private Views**

Tate employees at all sites may be invited to attend Members Private Views that take place at their own site. London based employees will receive invites to Private Views at both Tate Modern and Tate Britain.

### **Employee Previews**

Employee previews will take place three times per year at Tate Britain and three times per year at Tate Modern, to coincide with openings of major exhibitions.

### **Tate Magazine**

Each employee will receive a complimentary copy of Tate Etc.

### **Exhibition Catalogues**

Employees may order, via their line manager, up to three exhibition catalogues per financial year, related to their site's current year exhibitions programme. For London based employees who are not site specific, the entitlement is for three current year London exhibition catalogues. Catalogues are for personal use and may not be sold on or exchanged for other goods in the Tate shops.

### **Public Events**

A limited number of complimentary and discounted tickets are available for films, talks and education events at all sites. Further details are available from local Interpretation and Education Departments.

### **National Museum Entry**

The Tate Pass allows access to a number of other national museums and areas of historic interest. The [full list of museums and galleries](#) are available on Tatenet or from Human Resources.

### **International Council of Museums (ICOM)**

Tate has two ICOM cards which are available for employees to borrow to enable them to obtain free access to museums and galleries abroad. These are available on a first come, first served basis. To check availability and reserve a card, please telephone Human Resources on 8097 or 8027.

### **Sports Centres and Health Clubs**

Beneficial rates are available for employees at a number of Health and Sports Clubs.

### **Charitable Funds**

Support for employees experiencing financial hardship may be accessed from the Civil Service Benevolent Fund. Further details are available from Tate's Welfare Officer or at [www.csbf.org.uk](http://www.csbf.org.uk). Additionally, the Aitken Staff Fund provides small sums of money to alleviate hardship, primarily arising from illness, but occasionally for other difficulties. All claims are confidential. Contact the Welfare Officer on 8028 for further details.

## **12 LEARNING AND DEVELOPMENT**

### **12.1 Our Approach**

We recognise that motivated and skilled people are the key to Tate's continued success. Our commitment is to support the development of employees at all levels. The ways we do this are set out in our Learning and Development Policy which is available on Tatenet or from Human Resources.

We want to develop the potential of all our employees so that they have the right skills, knowledge, experience and approach to meet the organisation's short- and long-term needs.

## **12.2 How we Fulfil this Aim**

Tate commits the equivalent of 2% of the staffing budget towards learning and development activities. Human Resources is responsible for supporting and co-ordinating learning and development activities and initiatives at Tate including:

- Providing a core training programme of key skills available to all employees.
- Providing management and leadership development.
- Ensuring that technical and specialist learning needs are met by providing funds from the training budget to line managers.
- Developing a coaching culture whereby managers and supervisors continuously review individual performance and offer guidance and support in order to develop staff potential.
- Acting as a focal point for raising the profile of learning as a way of helping people to progress and develop.

Tate also has an Information Communications and Technology (ICT) Training Manager who assesses training needs in this area and provides courses or coaching where appropriate. Further details are available on the ICT Training site on Tatenet.

## **12.3 Accessing Learning and Development Opportunities**

We want all employees to feel encouraged to continuously develop their skills and update their knowledge in order to make the best possible contribution to Tate. Line managers are responsible for discussing performance with their employees and identifying where further support might be needed. As part of their annual performance and development planning review everyone is encouraged to have a development plan which links with departmental and divisional objectives which in turn link to Tate's goals as defined through the annual planning process.

If you need any advice about learning and development you should speak firstly with your line manager. Additionally, the Learning and Development site on Tatenet is a key source of information about learning opportunities as well as providing ideas and guidance on how you can manage your own learning.

## **12.4 Career Development**

We want to actively support employees to develop their careers whether this is at Tate or in other organisations in the sector. We recognise that the size of the organisation means that we are not always able to provide promotion opportunities for all employees who seek them. However, when opportunities arise, we want to ensure that internal employees are able to take full advantage of them. We do this through the performance and development planning process which is designed to help employees identify strengths and development needs as well as aspirational goals. We can also help by providing learning and development opportunities. Key to success in securing a promotion is making an effective application and performing well at the interview. To support employees with this process we have developed some guidelines for employees about how to apply for jobs.

## **13 PERFORMANCE AND DEVELOPMENT PLANNING**

### **13.1 Our Approach**

Tate recognises that it can only achieve its goals through the contribution of all employees and is committed to developing the expertise and skills of everyone it employs. The Performance and Development Planning process is the key to making sure this happens. The process aims to maximise performance, build positive working relationships, develop individuals, increase motivation and job satisfaction. It does this by ensuring that every employee has the opportunity to discuss their performance and progress in relation to the requirements of their job and Tate's goals, and their own career aspirations.

Performance and Development Planning is a continuous process. Regular communication between line managers and employees ensures that everyone knows what is expected of them and how they are doing. Achievements are acknowledged and issues addressed as and when they arise. Gaps in skills and knowledge are identified and addressed.

### **13.2 The Performance and Development Planning Process**

The Performance and Development Planning Process at Tate:

- Starts with an Annual Performance Review.
- Uses a review process to recognise past achievements and plan for the year ahead.
- Links individual objectives to Tate's overall goals.
- Encourages openness, mutual feedback and positive working relationships.
- Identifies and prioritises learning and development needs.
- Is a continuous process, happening throughout the year.

The Annual Performance Review is held in February/March with a six month review in October. This is an opportunity for line managers to discuss with employees their performance and review it against the objectives that were set the previous year. This meeting is a two way discussion, with the employee giving their views and feedback to the line manager. At the end of the review objectives are set for the coming year. Any learning or development needs are also discussed and a Personal Development Plan drawn up.

This process is ongoing and line managers hold regular meetings to ensure that employees are working towards their objectives.

### **13.3 Dealing with Underperformance**

If an employee is underperforming, in the first instance a line manager will work with the employee to try and resolve the situation. This may include further or re-training. If, despite a reasonable period to improve and appropriate support being provided, the required standard of performance has not been achieved, the matter will be dealt with formally through Tate's Capability or Disciplinary Procedures.

## **14 FAMILY LEAVE POLICIES**

### **14.1 Our Approach**

Tate is committed to supporting working parents. The following policies are designed to enable and support employees to balance parental responsibilities and work.

### **14.2 Maternity Leave and Pay**

Our aim is to create an environment which encourages women to return to work. We want our employees to fully understand their maternity rights and to receive all the support they need during their pregnancy and on their return to work. An information pack has been produced to help pregnant employees and their line managers understand their responsibilities. This is available from Tatenet or Human Resources.

All female employees, regardless of length of service are entitled to the following:

- Paid time off for ante-natal care.
- To be found alternative work, if the nature of the job may be harmful to the health of the employee or baby.
- 26 weeks' Ordinary Maternity Leave.
- Continuation of service and contractual benefits (except pay) during Ordinary Maternity Leave.
- Return to their original position/job on the same terms and conditions after 26 weeks' Ordinary Maternity Leave.
- Not to be dismissed because they are pregnant or for any reason connected to the pregnancy.

A pregnant employee who has been continuously employed for 26 weeks or more by the end of the 15th week before the expected week of the birth of their baby is entitled to:

- Receive Statutory Maternity Pay for the duration of the 26 week period of their Ordinary Maternity Leave.
- Take a further 26 week period of Additional Maternity Leave, making a total of 52 weeks' leave.
- Return to their original or similar job on the same terms and conditions on return from their Additional Maternity Leave period.

#### **Tate Maternity Pay**

Tate offers enhanced maternity pay benefits. Employees with at least one year's continuous service at the end of the 15th week before the expected week of the birth of their baby, and who intend to return to work after their maternity leave for at least one month, are eligible to receive Tate Maternity Pay. For the first 18 weeks of Ordinary Maternity Leave, Tate will top up any entitlement to Statutory Maternity Pay to the employee's normal contractual pay. For the remaining 8 weeks of the Ordinary Maternity Leave period, the employee will receive their entitlement to Statutory Maternity Pay.

Employees should notify their line manager and Human Resources of their pregnancy as soon as possible and the start date of their maternity leave by the end of the 15th week before the expected date of the birth of their baby. On receipt of notification a Human Resources Advisor will arrange a meeting to discuss individual entitlements to leave and pay.

### **14.3 Paternity Leave and Pay**

Following the birth of a child, eligible employees have the right to take up to 2 weeks' paid leave to care for the child or to support the mother.

Employees must satisfy the following conditions in order to qualify for paternity leave. They must:

- Have or expect to have responsibility for the child's upbringing.
- Be the biological father of the child, or the mother's husband or partner.
- Have worked continuously for Tate for 26 weeks ending with the 15th week before their baby is due.

Paternity leave must be taken in a block of one or two consecutive weeks. These weeks cannot be split and the leave cannot be taken in odd days. Leave can start on any day of the week on or following the child's birth but must be completed within 56 days of the actual date of the birth of the child.

Employees must inform their line manager of their intention to take paternity leave by the end of the 15th week before the expected date of the birth of their baby and complete a paternity leave application form (available on Tatenet).

Most employees are entitled to Statutory Paternity Pay, which is paid at the same rate as Statutory Maternity Pay. Additionally, Tate will top up any entitlement to Statutory Paternity Pay to the employee's normal contractual pay for the 2 week period of paternity leave.

Paternity leave and pay is also available to employees following the placement of a child for adoption (see separate policy on Tatenet for further details).

### **14.4 Adoption Leave and Pay**

Adoption leave is available to employees where a child has been placed for adoption.

To qualify for adoption leave, an employee must:

- Be newly matched with a child for adoption by an adoption agency.
- Have worked continuously for Tate for 26 weeks ending with the week in which they are notified of being matched with a child for adoption.

Adopters are entitled to up to 26 weeks' Ordinary Adoption Leave, followed immediately by up to 26 weeks' Additional Adoption Leave. During adoption leave, most adopters are entitled to Statutory Adoption Pay (SAP). In addition employees who have more than one year's continuous Tate service ending with the week in which they are notified of being matched with a child for adoption, and who intend to return to work after their adoption leave for at least one month, will receive Tate Adoption Pay, in line with the Tate Maternity Pay provisions.

Adopters must give notice of their intention to take adoption leave within 7 days of being notified of the adoption date by their adoption agency.

Adoption leave is only available to one member of a couple, where a couple adopts jointly. The partner of an individual who adopts, or the other member of a couple who are adopting jointly, may be entitled to paternity leave and/or parental leave.

## **14.5 Parental Leave**

Employees, both fathers and mothers, who have completed one year's service, are entitled to 13 weeks' unpaid parental leave to care for each child born or adopted on or after 15 December 1999.

Employees can take up to 13 weeks' parental leave for each child, up to a maximum of 4 weeks per year. Leave must be taken in blocks of one or more weeks. Leave can be taken up to 5 years from the date of birth.

Where a child has been placed for adoption, parents can take leave up to 5 years from the date of placement, or up to the child's 18th birthday, whichever is sooner. In the case of children born or adopted between 15 December 1994 and 14 December 1999, employees have the right to take parental leave until 31 March 2005. Special service conditions apply for this leave – please see the full policy on Tatenet.

Employees with disabled children are entitled to 18 weeks' parental leave up to the child's 18th birthday. This can be taken in odd days.

Requests for parental leave must be put in writing to an employee's line manager. If a line manager considers that it is not possible to grant the request for parental leave because to do so would cause disruption to the work of the department, they may postpone the leave, but only for up to six months. Line managers must respond to written requests within 7 days of receipt of the request.

An employee is entitled to return to the same job at the end of parental leave.

## **14.6 Time Off for Dependants**

All employees, regardless of their length of service, are entitled to take a reasonable amount of time off work to deal with an emergency or unexpected situation involving a dependant. There is no entitlement to payment for the time taken off. However, with the agreement of your line manager, this time may be taken as flexi-time or annual leave.

A dependant is defined as the employee's spouse, partner, child or parent, or a person living in the same household.

Time off should be reasonable and sufficient to deal with the immediate problem, and to arrange alternative care. Employees should contact their line manager, as soon as is practicable, to notify them of their absence and its likely duration.

Circumstances where this leave may apply are:

- When a dependant falls ill, or has been injured or assaulted.
- When care arrangements for a dependant break down.
- When a child is involved in an unexpected incident during school hours.
- To make long term care arrangements for a dependant who is ill or injured.

Time off for dependants does not provide for an employee to stay with a sick dependant throughout their illness. Employees may be able to take parental leave (if applicable), annual or unpaid leave in these circumstances. In exceptional circumstance, paid compassionate leave may be granted, see Section 9.7.

## **14.7 Applying to Work Flexibly**

Employees who have responsibility for a child's upbringing have a statutory right to a request to work flexibly, provided they:

- Have worked for Tate continuously for 26 weeks at the time of the application.
- Have a child aged 6 or under, or under 18 in the case of a disabled child.
- Are either: the child's mother, father, adopter, guardian or foster parent or married to the partner of the child's mother, father, adopter, guardian or foster parent.
- Have or expect to have responsibility for the child's upbringing.
- Are making the application to enable them to care for the child.

Flexible working patterns may include fewer days or hours, a change to times to enable a child to be taken or collected from school, or to work occasionally from home. Line managers will consider each application seriously and will work with employees to explore flexible working patterns and to find a solution that suits them both.

Employees must put their application in writing to their line manager using the standard application form on Tatenet.

## **15 WORKING TOGETHER – TATE'S CAPABILITY, DISCIPLINARY AND GRIEVANCE PROCEDURES**

### **15.1 Our Approach**

It is appreciated that, in general, employees' conduct and performance at work are of a high and acceptable standard and that working relationships between individual employees and their line managers are good and productive. However, we recognise that from time to time problems occur in the workplace. There may be a problem with an employee's performance or behaviour which needs to be addressed or resolved. Similarly an employee may be experiencing problems at work, or feel they are being treated unfairly. In order to promote and maintain good working relationships, it is essential to have clear and simple rules laid down for dealing with such issues when they arise.

Tate operates three procedures:

- 1 The Capability Procedure
- 2 The Disciplinary Procedure
- 3 The Grievance Procedure

In using these procedures Tate's aim is to:

- be fair;
- be thorough in all the investigations carried out;
- be open in exchanging information;
- ensure that the procedures are applied consistently throughout Tate.

## **15.2 The Capability Procedure**

We recognise that there may be occasions when an employee's work performance falls below the standard required due to problems with their own capability, either because of ill-health or because an individual is struggling to adapt to change, or there are new or additional requirements to the role which have resulted in a need for re-training or additional support. In these instances we feel that it is appropriate to deal with these situations outside of the disciplinary procedure and have set up a separate capability procedure to do this.

Note: This process will not be used where the cause of under performance is due to the employee's own carelessness, negligence or lack of application. In these instances the disciplinary procedure will be used.

### **Informal Action**

#### *Standard Setting Discussion*

A line manager will meet with the employee to have an informal discussion to ascertain the cause of the under performance. If the cause is ill-health then appropriate medical advice will be sought from Occupational Health in order to ascertain the suitability of the role for the employee. The line manager will then set standards of performance, including identifying any additional training or support required, and set time scales for improvement with regular reviews.

The line manager will review performance at the end of a set period, which will normally be at least 3 months but may be less. After this review the line manager may decide that the required improvement has been achieved and no further action needs to be taken, or that insufficient improvement has been made and that a formal warning should be considered under stage 1.

### **Formal Action**

#### *State 1 – Formal Warning*

If after a reasonable period has been given to improve no or insufficient improvement has been achieved, a formal meeting will be convened and a formal warning may be issued. The line manager will reiterate the standards of performance required, including identifying any further training or support, and set time scales for improvement with regular reviews. The line manager will review performance at the end of a set period, which will normally be at least 3 months but may be less. After this review the line manager may decide that the required improvement has been achieved and no further action needs to be taken, or that some improvement has been made and that a further review period should be set up, or there has been insufficient improvement and a final warning should be considered under stage 2.

#### *Stage 2 – Final Warning*

If following a formal warning and time to improve insufficient improvement has been achieved, a further formal meeting will be convened and a final warning may be issued. The line manager will reiterate the standards of performance required, including identifying any further training or support, and set time scales for improvement with regular reviews. The line manager will review performance at the end of a set period, which will normally be at least 3 months but may be less. After this review the line manager may decide that the required improvement has been achieved and no further action needs to be taken, or that some improvement has been made and that a

further review period should be set up, or there has been insufficient improvement and a further formal meeting needs to be convened to consider dismissal under stage 3. At this stage consideration should be given to the possibility of offering redeployment to a suitable alternative role.

### *Stage 3 - Dismissal*

If following a final warning and time to improve insufficient improvement has been achieved, a further formal meeting will be convened with the employee to discuss their progress. If as a result of this meeting it is confirmed that the standards of performance have not been met and that steps have been taken to resolve the matter, including consideration of suitable alternative employment, the employee will be liable for dismissal. In these circumstances the employee will be given notice in accordance with the notice provisions in their contract and a written statement of the reasons for their dismissal.

### **Ill Health Dismissal**

In cases of long-term sickness absence or ill health the standard setting and warning periods will not be appropriate. If, after seeking medical advice, it is clear that the employee will not be able to return to work within an agreed time scale and that options have been exhausted to resolve the matter by making adjustments to the role, redeployment to another more suitable role or medical retirement, then the employee will be liable for dismissal. In these circumstances the employee will be given notice in accordance with the notice provisions in their contract and a written statement of the reasons for their dismissal.

Details about eligibility for consideration for medical retirement are available from the Civil Service Pensions website at [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk) or from Human Resources.

### **15.3 The Disciplinary Procedure**

There are different situations that can lead to disciplinary action:

- **Poor Performance** This is when an employee is consistently failing to meet the performance standards expected in their job and this is due to the employee's own lack of application, negligence or carelessness.
- **Misconduct** This is a failure to follow the agreed rules, policies or procedures. Unacceptable levels of attendance not connected to a medical reason will be treated as misconduct.
- **Gross Misconduct** This is behaviour or actions that result in a very serious breach of Tate rules and may result in summary dismissal. Gross misconduct is misconduct serious enough to destroy the employment contract between the employer and the employee and make any further working relationship and trust impossible.

Examples of gross misconduct are, but not limited to:

- Theft, fraud or falsification of records
- Threatening behaviour and/or physical violence towards work colleagues or visitors to Tate
- Serious negligence or wilful damage to Tate, public or another employee's property
- A serious act of discrimination, bullying or harassment
- Behaviour which brings Tate's reputation into disrepute

- Using computer or other electronic means of communication for the access, transmission, processing and or/passing of any material which is regarded as inappropriate and which could result in a loss of operations or reputation
- Refusal to carry out a request, in the course of duties
- Incapability whilst on duty brought about by alcohol, non-medicinal drugs or substance misuse
- Smoking in a non-designated area
- A serious breach of Health and Safety procedures
- A serious breach of confidentiality.

## **Suspension**

In certain circumstances when there has been a very serious breach of Tate rules or where an employee's continued presence in the work place may prejudice the investigation, it may be necessary to suspend an employee from work. Employees will be suspended on full pay and have the suspension confirmed in writing. Periods of suspension should not normally exceed 7 working days. If a period greater than this is required to carry out an investigation this will be confirmed to the employee in writing. Suspension is not a disciplinary action but to enable a fair and full investigation to take place. When a union representative is to be suspended then the relevant local full time officer must be informed as soon as possible.

The following Disciplinary Procedure covers all Tate employees except those who are still within their probationary period. This procedure does not apply to casual bank workers.

## **Informal Action**

### *Standard Setting Discussion*

Any shortcomings in the performance, conduct or attitude of an employee will be brought to their attention in informal discussions about the problem, between the employee and their line manager.

A standard setting discussion is not a formal part of the disciplinary procedure. Its purpose is to try to establish the cause of the failure to meet the accepted standards of conduct and try to overcome the problem, for example, through further training and support. The employee will be informed of the improvements required, how their performance will be reviewed and over what period.

## **Formal Action**

### *Stage 1 – Formal Verbal Warning*

If there is insufficient improvement in the situation after a standard setting discussion, following a full investigation and disciplinary hearing, a formal verbal warning will be issued. The warning will detail the areas where an improvement is required and the timescales by which this must be achieved. A record of the meeting will be placed on the employee's personal file but will be disregarded for disciplinary purposes if, after a period of 6 months, no further concerns are identified.

### *Stage 2 – First Written Warning*

If there is insufficient improvement in the situation within the time specified in the formal verbal warning, following further investigation and a disciplinary hearing, a first written warning will be issued. A copy of the warning will be placed on the employee's personal file but will be disregarded for disciplinary purposes if, after a period of normally 12 months, no further concerns have been identified.

If there has been a serious failure on the part of an employee to comply with the terms of their contract, then following a full investigation and a disciplinary hearing, a written warning may be given without the need for a previous formal verbal warning.

### *Stage 3 Final Written Warning*

If there is insufficient improvement in the situation within the time specified in the formal written warning, following a full investigation and disciplinary hearing, a final written warning will be issued. The final written warning will specify that if the stated improvement is not reached, the employee will be liable for dismissal. A copy of the warning will be placed on the employee's personal file but will be disregarded for disciplinary purposes if, after a period of normally 12 months, no further concerns are identified.

If there has been a serious failure on the part of an employee to comply with the terms of their contract, following a full investigation and a disciplinary hearing a final written warning may be given without the need for a previous written warning.

### *Stage 4 - Dismissal*

If the required improvement in performance or conduct is not reached in the specified time after a final written warning has been issued, following further investigation and a disciplinary hearing, the employee will be dismissed. In these circumstances the employee will be given notice in accordance with the notice provisions in their contract and a written statement of the reasons for their dismissal.

### *Summary Dismissal*

Following a full investigation and a disciplinary hearing it is determined that an employee has committed an act of gross misconduct summary dismissal may be warranted (ie dismissal without notice or pay in lieu of notice).

## **Right of Appeal**

Employees have the right of appeal against any formal action taken as part of the disciplinary or capability procedures. Employees have 7 working days from the receipt of written confirmation of the warning issued to them to appeal against the disciplinary action. An appeal must be made in writing, stating the grounds for the appeal, to a nominated manager who is usually the next level line manager.

In normal circumstances the appeal will not be a rehearing of the evidence but a review of the decision limited to the following grounds:

- the hearing was unfair and/or the correct procedure was not followed.
- new evidence has come to light.
- the penalty was too severe.

An appeal will be heard by a more senior manager, not directly associated with the employee and who was not involved in any way in the original decision.

After hearing the appeal the manager will make a decision which will either:

- uphold the disciplinary action/dismissal;
- reduce the level of warning;
- overturn the decision.

The decision will be confirmed in writing to the employee. The manager's decision will be binding on Tate and the employee and there is no further right of appeal.

### **Right to be accompanied**

Employees are entitled to be accompanied at formal capability, disciplinary and appeal hearings by either a work colleague or an appropriate trade union official (ie either a full-time official or someone certified by a trade union as having experience, or received specific training, to act in such a role). It is the employee's responsibility to arrange this.

Employees who are union representatives have the right to be accompanied at formal capability, disciplinary and appeal hearings by a full-time officer from that union.

## **15.4 The Grievance Procedure**

Tate accepts that it is good practice to settle any grievance an employee may have as swiftly as possible. It is also accepted that it ought to be possible for most problems to be resolved by the employee's immediate line manager. Tate has two procedures so that employees can use to resolve any problems they may have.

### **The Informal Procedure**

Employees are encouraged, wherever possible, to resolve problems by informal discussion with their immediate line manager. There may be times when it is appropriate to approach a more senior manager or Human Resources. This could be the case if the problem relates to an allegation of bullying, discrimination or harassment.

If the informal approach fails to resolve the problem then employees have the right to use the formal grievance procedure.

### **The Formal Grievance Procedure**

This procedure should be used to resolve serious problems and queries and in cases where the informal procedure has failed. Problems or queries should be raised in writing within 3 months of them arising or the date of the incident.

Records will be kept in accordance with Data Protection Act (1998) detailing; the nature of the grievance, Tate's response, actions taken, reasons for actions taken and, if there was an appeal, details of the outcome.

There are 3 stages to this procedure:

*Stage 1* An employee should raise a grievance in writing with their line manager. The line manager will then arrange a meeting within 5 working days to discuss the employee's concerns. The outcome of that meeting and any subsequent investigations will then be advised to the employee in writing within 10 working days of that meeting.

If the grievance concerns their immediate line manager, the employee should submit their grievance to the Human Resources Department who will arrange for the grievance to be dealt with by an appropriate line manager outside the employee's department.

*Stage 2* If an employee is not satisfied with the outcome of stage 1, an employee may take their grievance to the next senior manager in the department. This must be done in writing within 10 working days of receiving the stage 1 decision. The letter should state why the employee disagrees with the earlier decision.

The manager will arrange a meeting to hear the grievance within 5 working days. In some circumstances, particularly if the matter involves alleged harassment, discrimination or bullying, a Human Resources representative may also attend the meeting to provide advice and guidance to the manager.

The outcome of that meeting will be confirmed in writing within 10 working days of the meeting.

*Stage 3* If an employee is not satisfied with the outcome of stage 2, an employee may take their grievance to their Divisional Director. This must be done in writing within 10 working days of receiving the stage 2 decision. The letter should state why the employee disagrees with the earlier decision.

The Divisional Director will arrange a meeting to hear the grievance within 5 working days. In some circumstances, particularly if the matter involves alleged harassment, discrimination or bullying, a Human Resources representative may also attend the meeting to provide advice and guidance to the Divisional Director.

The outcome of that meeting will be confirmed in writing within 10 working days of the meeting. This will be the final stage of the procedure and there is no further right of appeal.

### **Right to be accompanied**

Employees have the right to be accompanied at any stage of the formal procedure, by a work colleague or an appropriate trade union official (ie either a full-time official or someone certified by a trade union as having experience, or received specific training, to act in such a role). It is the employee's responsibility to arrange this.

### **Timescales**

Wherever possible timescales indicated for each stage should be adhered to by both parties. However, in the event that this is not possible due to annual leave, rest-days or non-availability to attend meetings, an appropriate timescale will be agreed between both parties.

## **16 TRAVELLING ON TATE BUSINESS**

### **16.1 Planning Travel – Our Approach**

Tate will reimburse employees for fair and reasonable business expenditure incurred while on authorised business travel. Employees who are required to travel on Tate business are expected to choose the most reasonable method of travel, taking into account cost, convenience and personal safety.

### **16.2 Intersite travel within London**

In London, employees who need to travel between sites should use the intersite mini bus. The Tate boat travels between Tate Britain and Tate Modern and employees on business travel free on production of an employee pass. Timetables for both the intersite mini bus and boat are available on Tatenet. Taxis should only be used if it is not practical to use the minibus or boat.

### **16.3 Travel by Public Transport**

When travelling between other Tate sites and to other locations, all employees are expected to keep costs to a minimum. Public transport (rail/bus/tube/air) should be used whenever possible using standard or economy tickets only. If an employee chooses to ‘upgrade’ their ticket they will be liable for the additional cost. As there are many special offers on rail travel, employees should plan their journey to take advantage of special offers, rather than the standard fares.

### **16.4 Travelling by car or motorbike**

Employees who use their own car or motorbike to travel on Tate business must ensure that their motor insurance covers them for using their car or motorbike for business purposes (as opposed to the standard cover for travelling to and from work). Employees should ensure that they take adequate breaks and comply with the law on driving safely including the use of mobile phones while driving. Any speeding, parking or other fines incurred whilst travelling on Tate business are the responsibility of the employee and will not be paid for by Tate.

Employees are entitled to claim a mileage allowance for cars and motorbikes. Current mileage rates are detailed in Tate’s Expenses Policy on Tatenet. Tate does not reimburse the London Congestion Charge for employees who are travelling to Tate Modern and Tate Britain as part of their daily route into work. Congestion Charges may be paid in other circumstances in line with guidelines issued by Finance and with a line manager’s approval.

### **16.5 Taxis**

Taxis may only be used where there is no other suitable means of public transport, where heavy packages or items have to be carried, where the numbers travelling make it more cost effective, where the time demands of work preclude other alternatives or it is a matter of personal safety. Employees who occasionally work beyond 23.00 may take a taxi home at Tate expense, provided the line manager has given approval. Claims must be supported by an official receipt.

### **16.6 Accommodation**

If an employee is required to stay overnight as part of their travel, the cost of overnight accommodation will be reimbursed within the limits set out in Tate’s Expenses Policy.

Employees must try and negotiate with suppliers for the cheapest rate and take advantages of any discounts that have been negotiated by Tate with local hotels.

**16.7 Subsistence**

Subsistence is paid by Tate to cover meals, refreshments and other incidental business related expenditure that Tate employees incur when working away from their usual work location. It does not cover travel costs or accommodation. Details of the current arrangements and rates can be found on Tatenet.

**16.8 Claiming Expenses**

Claims for the reimbursement of travel expenses should be submitted on a regular basis using the Tate Employee Expense Form. All expenditure must be supported by receipts, tickets (in the case of travel) unless expenditure relates to a round sum subsistence allowance. Further guidance on completion of expense claims is available on Tatenet or from the Finance Department.

**16.9 Insurance**

Tate takes out travel insurance for all employees which covers all overseas travel and travel within the UK which includes an overnight stay or air travel. Further details are available on Tatenet or from Human Resources.

When travelling on business abroad, employees should obtain a ‘Travel Card’ from Human Resources. This card gives details of the 24 hour contact telephone number to be used to obtain assistance in cases of emergency medical treatment, including payment for treatment. If employees need to make an insurance claim they should contact Human Resources on their return to request a claim form.

Employees who extend their trip to include annual leave will not be covered for this period by Tate’s insurance and must therefore ensure that they take out their own travel insurance to cover this leave.

**17 LEAVING TATE**

**17.1 Notice Periods**

When an employee decides to leave they must give their line manager contractual notice in writing. Notice periods vary depending on the band for the role and are as follows:

BAND	NOTICE PERIOD DURING PROBATIONARY PERIOD	NOTICE PERIOD FOLLOWING CONFIRMATION OF APPOINTMENT
Leadership	1 month	3 months
Senior Advisory	1 month	3 months
Specialist	2 weeks	1 month
Administrative & Technical	2 weeks	1 month
Support	2 weeks	1 month

Notice periods for some roles may vary from the above. This will only apply in exceptional circumstances where a specific operational need has been identified. If this applies the arrangements will be detailed in individual contracts of employment.

## **17.2 Employees with more than 5 years' service**

If you have more than 5 years' service when you leave, you may claim £100 to put towards a leaving party. Claims should be submitted to the Human Resources Department.

## **17.3 Leaver Feedback**

When employees leave Tate we want to know what their experience of working at Tate was like and to understand if there is anything that we could have done better as an employer. All employees are offered the opportunity to complete a leaver questionnaire and/or have an exit interview with Human Resources.

## **17.4 Your Final Salary**

Your final salary will be paid at the end of the month and a P45 issued.

## **17.5 Return of Tate Property**

All Tate property, including your Tate Pass, must be handed back to your line manager on your last day.

## **17.6 Annual Leave**

Annual Leave entitlement will be recalculated from the beginning of the leave year until your leave date. Any leave entitlement not taken will be paid in lieu. Any leave taken over your accrued entitlement will be deducted from your final pay salary.

## **17.7 Outstanding Monies**

Any outstanding monies owed to Tate such as season ticket loans or advances will be deducted from final salary payments.

## **17.8 Pension**

The Human Resources Department will notify the relevant Pension provider that your employment with Tate has ended so you can be contacted and advised of the options available to you. Thereafter it will be your responsibility to notify your Pension provider of any changes to your address or personal circumstances.

# **18 MISCELLANEOUS**

## **18.1 Recruitment at Tate**

In accordance with our commitment to equal opportunities, it is Tate's policy to open up all employment opportunities to as wide an audience as possible. Therefore, it is normal practice to advertise all vacancies both internally and externally. Exceptions to this policy would apply

where a vacancy has been identified as a secondment or development opportunity for existing Tate employees in which case the job may be advertised internally only, in circumstances of redundancy or redeployment or where an overriding operational or legal requirement make advertising the job impractical.

Details of all vacancies are placed on the Vacancies section on Tatenet. In addition, Vacancy Bulletins are issued to those departments where employees do not have regular access to Tatenet.

To ensure that our recruitment and selection practices are effective, comply with equal opportunities best practice and are applied consistently across the organisation, Tate has an agreed Recruitment and Selection Procedure. This procedure is set out in the Managers Guide to Recruitment and Selection available on Tatenet. Additionally, Tate runs regular Recruitment and Selection training courses for line managers required to carry out recruitment as part of their role. Further details can be found on the Learning and Development site on Tatenet.

## **18.2 Insurance**

### **Employer's Liability Insurance**

As Tate is a NDPD (non-departmental public body) we are exempt from carrying Employer's Liability Insurance and are therefore not permitted to insure against injury to employees. This means therefore Tate will be liable to cover the cost of any successful claims made against the organisation from its own funds.

### **Personal Belongings**

Tate does not insure employees' personal belongings while on Tate sites. All employees should have access to a locked drawer or locker to store their personal belongings while at work and are encouraged to make use of these at all times. If you have any concerns about the safety of your personal belongings you should raise these with your line manager.

### **Travel Insurance whilst travelling on Tate Business**

The insurance arrangements for employees travelling on Tate business are detailed in Section 16.9 and on Tatenet.

### **Making Claims**

Claims relating to injury at work should be forwarded to the Head of Legal. Claims relating to travel should be made to the Head of Human Resources.

## **18.3 Tate Style**

### **Templates and Style Guidelines**

Tate is a large, diverse, public and visually orientated organisation and it is important that employees use an appropriate style and consistency for internal and external documents. Tate templates, with pre-determined layouts and styling, help to maintain high standards of presentation. These guidelines must be adhered to for all internal and external documents.