



# Employee Handbook



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# Welcome to Cranfield Airport

**At Cranfield Airport Operations Limited (CAOL), colleagues come first. We're proud of our CAOL family and recognise the important part everyone plays in our success – both as an individual and as part of a team.**

**Welcome on board! To help you settle in and get the most out of your new role, we've put together this handbook; we hope it answers any questions you might have about working at CAOL.**

**We're committed to providing a safe, high-quality, professional working environment to help you reach your full potential. This handbook along with your contract of employment, contains all the essential information about how your employment with us will be managed. Where there is any conflict between this handbook and your contract of employment, the contract of employment will take precedence. From time to time the handbook and associated policies it references are updated, and you will be notified via internal communications. It's important to always refer to the most up to date version which can be found on the Cranfield Airport Intranet.**

**We provide equal opportunities and will apply employment policies that are fair and consistent with the values and needs of the business. We also look to you for support in implementing these policies to ensure that all employees are afforded equal opportunities.**

## **Equal opportunities statement**

**Our success depends on our colleagues, and we take pride in employing a mixed and diverse workforce. We value every colleague regardless of race, colour, nationality, ethnic or national origin, sex, mental or physical disabilities, age, marital or civil partnership status, actual or perceived sexual orientation, gender re-assignment, religion or belief, pregnancy or maternity. We also support flexible working requests and part-time working, subject to the needs of the business, and part-time and bank staff will not be treated less favourably. We ask all colleagues to respect one another and to allow everyone to work in an environment that best fits their circumstances. If you believe you have been a victim of direct or indirect discrimination, or have an issue, please raise this with a manager or a member of the HR team. Full guidance can be found in the CAOL Dignity at Work Policy.**

# General information

## Useful contacts

Airport Manager	<b>T: 01234 758152 M: 07825 314188</b>
Airport Fire and Rescue	<b>T: 01234 758383 (Crew Manager)</b>
	<b>T: 01234 758151 (Station Manager)</b>
Aviation Safety and Compliance	<b>T: 01234 758186</b>
Air Traffic Services Manager	<b>T: 01234 754614</b>
Senior Air Traffic Control Officer	<b>T: 01234 754676</b>
Airport FBO Supervisor	<b>T: 01234 758114</b>
Employee Assistance Programme	<b>T: 0800 882 4102</b>
Human Resources (HR)	<b>T: 01234 752962</b>
IT Service Desk	<b>T: 01234 754199</b>
Occupational Health	<b>T: 01582 395511</b>
Security	<b>T: 01234 750111</b>



# Employment

# 1. Joining us!

Firstly, congratulations on your new role! We're always delighted to welcome a new member to our team.

As you may already know, due to the nature of our business, all job offers are provisional subject to a satisfactory relevant licensing check, health check and reference check. Should you receive unsatisfactory clearance, the company reserves the right to withdraw the original job offer with immediate effect. If you have any issues around this, please speak to a member of the people & culture team.

## 2. Induction/probation

All new permanent and temporary colleagues will receive an induction into the business. The length of induction will vary depending on your job role, and we'll offer you any relevant training.

Your employment will initially be subject to a probationary period; the duration of this will be stated in your terms and conditions of employment. During this time, the Company will assess your performance and conduct, and it reserves the right at any time during or at the end of this period to terminate your employment. The Company also reserves the right to extend your probationary period should it deem this necessary, but so that the total period of your probation will not exceed twelve months. The continuation of your employment will be confirmed. During the probationary period, either party can terminate employment with one week's notice.

## 2.1. Your employment is conditional upon you having obtained the clearances below which include but are not limited to:

- A basic certificate (criminal record check) issued by the Disclosure and Barring Service.
- A satisfactory medical report being obtained from the Occupational Health department.
- The candidate must be in a position to gain a full Airside Pass, which requires several forms of identification, clean criminal record and referenced work history.

## 3. Working time and working hours

### 3.1. Hours of work

Your hours of work will be stated in your terms and conditions of employment. It is a condition of your employment that you're able to accept reasonable changes in your hours or working pattern, and that you are able to work reasonable extra hours when requested to do so.

### 3.2. Working time regulations

The airport is currently operational 7 days a week. Monday to Friday we operate from 0800-1830 and at the weekend (and public holidays) we operate from 0900-1800. Dependent on your job role, your hours of work may extend either side of our operational hours to ensure that the airport is ready to open in time.

To ensure a more flexible working approach, the 'Working Time Regulations 1998' states that you cannot work more

than 48 hours a week, normally averaged over 17 weeks.

Where applicable, you will have the option to opt in or out of the regulations (depending on your contract) by completing the necessary forms.

For more information, please speak with a member of the people & culture team.

### **3.3. Rest**

You will be entitled to daily, weekly, compensatory rest breaks, and annual leave dependent on your contracted hours.

## **4. Appearance and dress**

When dealing with customers, passengers, partners, suppliers and the public, a good standard of dress and appearance along with a courteous manner is expected.

All colleagues shall wear their company-provided uniform where applicable.

All colleagues must wear and display their ID pass within the restricted area at all times. Colleagues are required to safeguard their ID pass and to report it to security, if their card is lost or stolen.

## **5. Changes in personal details**

You must notify the people & culture team of any change of personal details. If the Company is not informed of any changes to your home address, it will not be held liable for the loss of paperwork or other documents that are sent to the last known address provided.

## **6. Conduct/company rules**

### **6.1. Conduct**

We always aim to provide the best service to our passengers and partners as well as ensuring an enjoyable work environment for our employees. It is therefore key that we behave in accordance with the values of the business, relevant regulations and operational policies and procedures. Wherever possible, minor conduct matters will be dealt with informally however, where needed the Disciplinary and Grievance policy are in place to help and encourage all colleagues to achieve and maintain satisfactory standards of conduct whilst at work, at a workplace setting, or representing the company.

### **6.2. What is expected of me?**

We expect all our colleagues to behave in a professional and respectful manner towards our colleagues, property, possessions and passengers whilst in the workplace and any work-related setting. Where a colleague fails to meet the standards expected, this may be investigated and dealt with under the CAOL Disciplinary or Grievance procedure.

### **6.3 Disclosure of company information**

You must not directly or indirectly, either during your employment or thereafter, use any confidential information about the company's business to any unauthorised purpose, or disclose such information to a third party.

For more information, please speak with a member of the people & culture team.

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## 10. General Data Protection Regulation (GDPR)

CAOL adopts a confidential and professional policy to all colleague records held and in doing so fulfils its legal obligations.

Your data is used to manage CAOL's relationship with you, including welcoming you to the community, engaging with you during your time here and continuing your relationship with the Company following your departure.

All colleagues have the right to make a subject access request to find out what data is held and how it is used. Such requests should be made in writing to the HR team. We will endeavor to respond within one month.

Please read the company Privacy Notice for more information on how your personal data is processed.

## 11. Business ethics

You must not treat or regard your duty to the company as of lesser importance to your private interests or put yourself in a position where your duty to the company and your private interest conflict. Failure to comply will be deemed as gross misconduct.

### 11.1 Bribery and Anti-corruption Policy

CAOL does not believe it is appropriate to accept gifts from customers, suppliers or any other person or organisation with which CAOL has or might have business

connections. This is because it is important to ensure that no colleague acts in a way that is inconsistent with CAOL objectives or with the integrity of the business by accepting a gift in circumstances where it could influence or be seen to influence. Such a gift could be deemed as a bribe.

Any act of bribery and corruption will be treated very seriously here at CAOL and should be reported to your manager or people & culture team immediately. Any breach may be considered as an act of gross misconduct.

## 12. IT and social media

Our colleagues have a duty to use Company IT resources responsibly and appropriately. We should protect Cranfield Airport Operations' belongings from misuse, theft and waste. We should ensure that CAOL's hardware (such as laptops, phones and other devices) is never left in public or unsecured places. We should never misuse Company resources (for example, telephone, email and internet access) for personal activities, or share user IDs or password.

Please refer to CAOL's IT Policy.

### 12.1. Internet use and social networking

Before posting comments on social networks, we ask that you carefully consider whether the information you're posting is appropriate for your colleagues, managers, partners or passengers to read.

We must ensure that it does not have a negative impact on the Company's brand image or reputation or cause

embarrassment to CAOL, our people or our passengers. This includes creating, accessing or circulating any material which:

- Could result in an operational or reputational risk to our company. Contains derogatory or abusive remarks, or discriminatory material.
- Contains nudity or images of a sexual nature, which could cause offence.
- Could be felt to be defamation or libel.
- Is bullying, sexual, religious or racial harassment.

Please refer to the Cranfield Social Media Guidelines.

## 13. Leaving CAOL

Colleagues who wish to leave our employment should submit their resignation in writing to their immediate manager. The letter should be dated, and the leaving date should be shown. The manager is responsible for notifying the people & culture team of the resignation.

We reserve the right to pay in lieu of notice in exceptional circumstances as deemed appropriate.

### 13.1. Notice periods

Your notice period is set out in your terms and conditions of employment.

### 13.2. Repaying outstanding monies

Any outstanding monies must be repaid to CAOL before leaving or, in the case of a colleague not working their notice, within seven days of leaving.

This can be deducted from your final salary, or by submitting a cheque or by a direct bank transfer. Where the contract of prior permission permits, deductions will be made from your final salary.

### 13.3. References

A standard, factual reference will be submitted upon request.

It is not usually company policy to provide colleagues with an open business reference "To Whom It May Concern" on leaving. An exception to this policy may be for colleagues who are made redundant or at the discretion of the people & culture team. Business reference enquiries should be addressed to the HR team who will respond accordingly.

### 13.4. Return of company property

During notice periods, the immediate supervisor/manager of the colleague should ensure that all items of Company property, including the Airport ID and Swipe Cards and, if relevant, the uniform, are returned prior to a colleague leaving. When a colleague leaves the Company, personal records will remain with the people & culture team so that reference requests from new employers can be answered. Personal details will be stored in line with GDPR. Please see section 7 for more information.

## 14. Retirement

If you wish to consider retiring from your employment with CAOL, please contact the people & culture team to discuss.

# Pay and Benefits



All our colleagues play a vital part in contributing to Cranfield Airport’s performance and, to recognise this, we share our success through a wide range of benefits. The great news is, as a colleague at CAOL, you’ll be eligible for certain benefits from day one!

1.What are the benefits of working for CAOL?

- Holidays.
- Company sick pay scheme (please refer to Attendance and Leave for more information).
- Health and wellbeing - such as the Employee Assistance Program (EAP), eye care vouchers, occupational health services, and an on-site gym.
- Access to University facilities.

2.Pay

Your commencing basic pay will be detailed in your terms and conditions of employment.

2.1. Method of payment

You will be paid on the last working day of the month directly into your nominated bank account.

2.2. Salary increases

Pay rates are usually reviewed annually but please refer to your contract of employment.

2.3. Overtime, Weekend, Shift Working and Other Additional Payments

This is referred to in your contract of employment.

3.Pension

Here at Cranfield Airport, we’re proud to offer a competitive pension plan provided by Standard Life. The pension scheme is classed as a ‘defined contribution’ pension scheme with the % of contribution detailed below. Colleagues are also entitled to join the ‘NEST’ pension scheme.

You Pay (As a % of basic pay)	We Pay (As a % of basic pay)
6%	10%

4.Expenses

If prior approval has been agreed by your manager, reasonable expenses incurred in the course of your duties will be reimbursed by the Company on presentation of the appropriate claim form and VAT receipts.

## 5.Death in Service

A death in service benefit is provided if you are a member of the Standard Life Pension scheme. The amount is three times your annual salary.

## 6.Payment on leaving

If you leave, the salary for that month will be calculated based on the daily rate multiplied by number of working days performed in that month. The daily rate can be calculated by the annual salary divided by the working days in a year. For full time, this will typically be 365 or 260 – depending on the contractual days or shift patterns.

You will also receive any holiday pay outstanding for the accrued leave calculated to the last day of service if you have been unable to take that leave prior to leaving. In addition, you

will receive any other monies due in respect of lieu hours or overtime, and all final salary payments will be subject to tax and national insurance deductions.

In instances where you have been overpaid or you owe to the company, we reserve the right at any time during or upon termination of the employment to deduct from your pay or any other payments due to you.

You will receive all monies due in a final payment directly into your bank account. Your P45 will be forwarded directly to you thereafter.

If what you owe the company exceeds the amount due, you will be expected to pay the amount outstanding on or before your last date of employment.

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# Wellbeing and your safety at work

We strongly believe that everyone has the right to go home safe at the end of the working day and so our primary aim is to conduct our business in such a way to ensure that no-one's health, safety or welfare is affected by what we do.

## 1. Health and safety

Our Health and Safety Policy outlines our dedication to running CAOL in a safe and responsible manner and we set demanding targets to minimise or eliminate all injuries, ill health and improve general health, safety and performance. Employees of CAOL are expected to follow the Cranfield Airport Safety Management System and to report all incidents via Centrik for assessment by the Aviation Safety and Compliance Department.

## 2. Accidents, incidents and near misses

**An accident is:** A separate, identifiable, unintended incident, which causes physical injury.

**An incident is:** An event that results in loss, property damage, business interruption or an environmental event, such as a fuel spillage.

**A near miss is:** An event or condition that, while not causing harm, has the potential to cause injury, ill health,

damage to property, equipment or the environment.

If you have an accident or a near miss involving injury or potential injury at your place of work, you must report it to the Aviation Safety and Compliance Manager or inform your manager and follow the reporting policies detailed in the Safety Management System.

## 3. Smoking and e-cigarettes

We operate a no smoking policy. Smoking is not permitted anywhere within the airport other than where clearly indicated in the designated smoking areas. E-cigarettes are treated in the same way. Please refer to the CAOL Health and Safety Policy.

## 4. Drugs and alcohol

Colleagues must not consume drugs or alcohol on duty, or report for duty under the influence of drugs or alcohol. If you are taking prescription medication that may affect your fitness to work, then you must inform your line manager before beginning work. Being under the influence of drugs or alcohol on work premises, for work duties, is prohibited,

and further action would be taken in line with the Disciplinary Policy.

The company reserves the right to ask you to declare whether you are prescribed drugs and/or taking them under the direction of a doctor. You may be subject to regular and random drug and alcohol testing. More information can be found in your contract of employment.

## 5. Stress

Pressure can arise from an individual's personal life as well as from work and people vary in their capacity and ability to cope with different types of pressure. It is important that if you feel that the expectation and deliverables of your job are getting beyond you, you discuss these with your line manager, or a member of the people & culture team who can recommend appropriate support.

We also offer the employee Assistance Programme: for details, contact the people & culture team.





# Employee Relations

**It is necessary for the proper operation of the organisation's business and the health and safety of colleagues that the Company operates Employee Relations policies. This section details these policies.**

## **1. Disciplinary, bullying and harassment**

Disciplinary procedures are necessary for ensuring fairness and consistency in the treatment of colleagues. You have a responsibility to meet the required standard of work, performance and conduct of your job role with disciplinary action being taken when these standards are not met. Please refer to the Disciplinary Policy for full details.

## **2. Grievance**

If you have a complaint or are unhappy about any work-related issue, talk to your manager who will try to resolve it with you. We understand that on some occasions these issues cannot be resolved informally, therefore you do have the option to raise a formal grievance using the company grievance procedure.

Please find full details of the process under the CAOL Grievance Policy or contact the HR team for more information.

## **3. Whistleblowing**

Whistleblowing is when a colleague raises a concern about wrongdoing or unprofessional conduct in the workplace that could affect 'public interest'. As a whistleblower, you are protected by the law and can raise an issue at any time past or present. Please refer to CAOL's Whistleblowing Policy.

## **4. Diversity and inclusion**

It is our duty to maintain a nondiscriminatory working environment that is free from harassment or bullying based on a persons protected characteristics such as race, colour, nationality, ethnic or national origin, sex, mental or physical disabilities, age, marital or civil partnership status, actual or perceived sexual orientation, gender re-assignment, religion or belief, pregnancy or maternity.

All allegations of bullying and/or harassment within the workplace/work-related setting, will be thoroughly and promptly investigated. If an allegation arises, it will be dealt with under the Disciplinary or Grievance procedure. In serious cases, it may be considered an act of gross misconduct. Please refer to the CAOL policy on Dignity at Work.

# Attendance and Leave

**We understand that there may be times where you're not able to attend work due to sickness, or you may wish to take some of your leave entitlement. This section lets you know what to do in these situations.**

## 1. Sickness absence

We place great emphasis on the attendance of all colleagues at work. Our aim is to encourage regular attendance and if necessary, manage unacceptable levels of absence. We care about your health and wellbeing and will always try and support in times of genuine need. Frequent absence will put your work colleagues under pressure and affects the quality of the service we can provide however, we do understand that these things happen. We ask that where possible you always follow the correct process and respect the absence policy and procedures. CAOL will monitor each colleague's attendance record in line with the management process as below.

### 1.1 Who do I notify?

If you are unable to attend work due to sickness, you need to notify your line manager at least an hour before your shift is due to start. Colleagues that do not follow the process outlined may not be entitled to their company sick pay. You must only report absences that will last longer than two hours. This also applies to any unplanned non-medical absences, such as care of a dependent or adverse weather conditions. This does not apply to any pre-approved leave such as annual leave, maternity/paternity leave or study leave.

### 1.2 Fit for work certificate

Any absence that exceeds seven consecutive calendar days must be covered by a doctor's certificate and must be sent to your Line Manager or the people & culture team at your earliest convenience. Subsequently, you must supply us with consecutive fit notes to cover the whole period of absence. Failure to do so may result in your pay being deducted for the period that is not covered by the certificate.



1.3 Absence management process

Review meeting	Trigger point	Potential outcome
Return to work meeting	Each absence occurrence	Informal meeting held. A Letter of Concern may be given alongside an improvement plan. All outcomes must be recorded
Stage 1 Absence Review	Informal improvement plan not achieved	Written warning and improvement plan
Stage 2 Absence Review	Any further occasions of sickness absence	Action up to and including termination of contract

2.Sickness absence process

CAOL operates a low tolerance to frequent/sporadic absence from work unless there is an underlying medical condition causing the absences, the capability procedure may apply in certain circumstances.

3.Occupational Health

In some cases, the company may feel it is appropriate to refer a colleague to occupational health to gain advice on how to deal with certain medical conditions in the workplace. occupational health can also provide support and advice to colleagues regarding health issues. Further information regarding this can be found in the sickness absence policy.

4. Other absences

4.1 Compassionate leave

We understand that there may be times of unfortunate events such as bereavement and we therefore try our best to organise the needs of the business with the personal needs of our colleagues. Compassionate leave will need to be requested in writing to your line manager and pay is discretionary. Please refer to the CAOL sickness absence policy for full guidance on compassionate leave.

4.2 Time off for dependents

This leave is intended for colleagues who need to take a short amount of time off from work in order to deal with an emergency involving a dependent. A dependent is a spouse, parent, child or any other person who lives in the same household. More information is available in the CAOL sickness absence policy.

### **4.3 Public duties**

We are committed to working and supporting the local and wider community, which includes both civil and statutory duties. In order to perform these duties, we will grant our colleagues reasonable time off. Please refer to the sickness absence policy for further information.

### **4.4 Adverse weather**

You should make a genuine effort to get to work at your normal time. This may include leaving extra time for your journey or taking a different route, walking or using public transport. If you cannot get to work, notify your line manager before your normal starting time on each affected day. If conditions improve throughout the day, you should attend work. You are not generally paid for time lost, unless advised otherwise by the business.

### **4.5 Unauthorised absence**

If you are absent without authorisation, the disciplinary process will be initiated. If there are mitigating circumstances for your absence, these will be considered. It is important that you communicate the reason for your absence at the earliest opportunity.

### **4.6 Lateness**

Persistent lateness is not tolerated and will be dealt with in an appropriate manner.

## **5. Sickness pay**

### **5.1 Will I be paid?**

The company operates an occupational sick pay (OSP) scheme which is carefully monitored. Payment for any absence due to sickness is considered by the company and in every case, where genuine if the notification and certification rules have been correctly followed, sick pay is provided in accordance with the CAOL sickness absence policy. You are required to provide a fit note from your doctor if absent from the business for more than seven consecutive calendar days. Failure to provide this will result in non-payment of OSP. Within any span of 12 months following a first sickness absence, payment of benefit is payable for the maximum periods according to length of service:

### **5.2 Statutory Sick Pay**

SSP is payable for periods of authorised sickness absence, in accordance with the statutory regulations governing SSP. Occupational sick pay is as per your employment contract and detailed below.

Length of Service	Full Pay	Half Pay
First year of service	Up to 1 month	Up to 1 month
Second year of service	Up to 2 months	Up to 2 months
Third year of service	Up to 3 months	Up to 3 months
Fourth year of service	Up to 4 months	Up to 4 months
Fifth year of service	Up to 5 months	Up to 5 months
Sixth and subsequent years of service	Up to 6 months	Up to 6 months

## 6. Annual leave

Your annual leave entitlement is detailed in your terms and conditions of employment. The holiday year runs from the 1st of January to the 31st of December. You will accrue holiday from your first day with the business.

The holiday entitlement for part-time colleagues will be calculated on a pro-rata basis in comparison with their full-time equivalent work colleagues. Part-time colleagues will also be entitled to a pro-rata entitlement to bank/public holidays.

You should agree your holiday dates with your line manager.

To protect the business, holiday is not guaranteed to be approved; the operational needs of the business will take priority. In the event of too many colleagues requesting the same dates, a 'first come, first served' basis will apply.

There may also be periods of the year when due to business constraints, the taking of holidays will not be allowed and you will be advised of this by your manager.

You can carry forward 5 days of annual leave, any unused holiday entitlement at your year-end will be lost unless, due to special circumstances, a carry forward has been agreed in advance and in writing with your line manager and the people & culture team.

When you leave the company, we reserve the right to deduct holiday pay in respect of holidays taken in excess of accrued holiday entitlement.

# Family Friendly



# CAOL are proud to be a member of the Armed Forces Covenant

A promise that those who served or have served in the armed forces, and their families, are treated fairly [www.armedforcescovenant.gov.uk/](http://www.armedforcescovenant.gov.uk/)

## 1. Maternity

If you are pregnant, you should inform your line manager and the people & culture team as soon as possible. This is important as there are health and safety considerations.

To support you through your maternity leave, we offer an enhanced leave package. Once you've achieved qualifying criteria, you'll be eligible for 8 weeks at full pay followed by 10 weeks half pay plus SMP (except where half pay plus SMP exceeds full pay, in which case, an appropriate deduction will be made to the half pay), 8 weeks on half pay, 13 weeks SMP the 13 weeks unpaid leave. Please refer to the relevant policy for more information. By the end of the qualifying week (the 15<sup>th</sup> week before the expected week of childbirth), the colleague is required to inform the Company of:

- The fact that she is pregnant.
- The expected week of childbirth.
- The date on which she intends to start her maternity leave.

Once you reach 25 weeks of your pregnancy, your midwife or doctor will usually provide you with a MATB1 form, which is a certificate confirming the expected week of childbirth. The form must have either the doctor's name and address or the midwife's name and registration number on it. This document should be given to the

people & culture team so your entitlements can be calculated and communicated to you at the earliest opportunity.

### 1.1 Keeping in Touch (KIT) days

Colleagues can agree to work for Cranfield Airport (or to attend training) for up to 10 days during their maternity leave without that work bringing their maternity leave to an end and without loss of a week's statutory maternity pay. Any work carried out on a day shall constitute a day's work for these purposes.

## 2. Adoption

If you are in the process of adopting a child, you're entitled to paid leave for pre-adoptive interviews. Your line manager may ask to see suitable documentation before approving pre-adoptive leave. All other entitlements detailed for maternity will apply. The rights apply to one of the adoptive parents only.

You must inform your manager and the people & culture team within seven days of being notified by the adoption agency that you have been matched with a child for adoption (unless this is not reasonably practicable).

You can choose to start your leave from the date of the child's placement with you or from a fixed date, which can be

up to 14 days before the expected date of placement.

### 3. Paternity

To qualify for paternity leave, you should have been employed continuously for at least 26 weeks leading onto the 15<sup>th</sup> week before the expected week of childbirth. In the case of an adopted child, for at least 26 weeks leading into the week which the adopter is notified of being matched with a child. If your partner is pregnant, you should inform your line manager and the people & culture team. Once we have been notified, you will receive the full paternity policy as well as other useful information.

You will be required to inform the company of their intention to take paternity leave by the 15<sup>th</sup> week before the expected week of childbirth (EWC) unless this is not reasonably practicable. They must complete a form, which advises the company of the following:

- The baby's due date.
- Whether you wish to take one week or two weeks' leave.
- When you want the leave to start; you will be able to change your mind about the date on which you want the leave to start providing you tell the company at least 28 days in advance (unless this is not reasonably practicable).

For further information and qualifying factors, please refer to the full CAOL paternity policy.

### 4. Parental and dependent leave

A colleague with one year's continuous service with the company and responsibility for a child will be entitled to unpaid parental leave. You must give the company at least 21 days' notice of their intention to take parental leave.

The minimum amount of parental leave that can be taken is one week (e.g. one week or two weeks) rather than individual days. The maximum amount of parental leave is four weeks for each child in any year. However, a parent wishing to take leave in respect of a child who is entitled to a disability living allowance may do so in smaller blocks.

Any part of a week will constitute a whole week (i.e. the normal working week commences at 00.01 hours on Monday and finishes at 24.00 hours on Sunday. Any contractual hours worked during the normal working week will constitute a week's parental leave).

Parental leave applies to each child and not to an individual's job.



Colleague	Parental leave entitlement	Leave to be taken
Parent of a child	18 weeks' parental leave	By the child's 18 <sup>th</sup> birthday
Parent of a child entitled to a disability living allowance or personal independence payment	18 weeks' parental leave	By the child's 18 <sup>th</sup> birthday
Adoptive parent of a child	18 weeks' parental leave	By the child's 18 <sup>th</sup> birthday or the fifth anniversary of his or her adoption, whichever occurs sooner
Adoptive parents of a child entitled to disability living allowance or personal independence payment	18 weeks' parental leave	By the child's 18 <sup>th</sup> birthday

## 5.Shared parental leave

Shared parental leave enables mothers to curtail their maternity leave and to share the untaken balance of leave with their partner. This is known as Shared Parental Leave (SPL). You can use SPL to take leave in blocks separated by periods of work or take it all in one go. You can also choose to be off work together or to stagger the leave and pay. Full details can be found in the shared parental leave Policy.

## 6. Carers leave

At CAOL, we strive to give colleagues a good work-life balance. For some colleagues, when they leave work, they are then responsible for caring for a relative at home. As part of the flexible working policy, CAOL will endeavor to support these colleagues and minimise the impact that work can have on their caring responsibilities.

### 6.1. Making a request

If a colleague is caring for a child or an adult as described above, they should be directed to the special leave policy to make a formal request to work flexibly. These requests will be considered in line with this policy by their line manager and the people & culture team.

## 7. Flexible working

We understand that colleagues' needs may differ in terms of working pattern, and we are therefore committed to ensuring that we fully comply with all the flexible working regulations and legislation under the 'Employment Rights Act 1996'.

Although this is not an automatic right, we can consider a request if formally submitted in writing to your line manager. You must be continuously employed for a period of 26 weeks or more, and only one application can be made in a rolling 12-month period. Everything from eligibility, right to request and the business needs consideration and justification can be found under the CAOL flexible working policy.

## 8. Returning to work after maternity or adoption leave

Colleagues who wish to return to work either earlier or later than agreed should provide eight weeks' notice. You have a right to return after maternity/ adoption leave to the same job on the same terms and conditions as before your leave began. There may be some exceptions to this; if you take more than 26 weeks' maternity/adoption leave and if it is not reasonably practical for the company to hold your job open, but you must still be offered a job that is suitable for you and the terms and conditions must be no less favourable.



# Learning and Development

**At CAOL, our staff are our most important resource, so we're committed to your personal and professional development. We aim to support you to become the best that you can in your role, and hope you'll be able to add value to the airport and help us to achieve our aims and objectives.**

## **1. Qualification and training**

We have a duty of care to ensure that our colleagues are fully competent and able to complete the job role they are hired to do. We also ensure, where necessary, that colleagues of all levels are trained for all statutory and regulatory obligations to be met and successfully implemented. All policies, practices and procedures operate to ensure that individuals have an equal chance of employment, development and access to opportunity and training.

You'll initially be given appropriate training in your induction, and your ongoing development will then be discussed with your line manager.

Additional training or assistance for qualification training may be funded through the company subject to terms and conditions. For further guidance on how we support our workforce, please speak with your line manager or the people & culture team.

## **2. Step up and secondments**

There may be opportunities for a colleague to carry out duties and responsibilities that differ from the

current role they are in or, alternatively, take on something that a senior colleague may do. This is usually for a specified period and enables colleagues to develop and learn a skillset that will add value to a current or future career path. Please speak to a manager if you would like to know more on the eligibility and criteria.

## **3. Recruitment**

Here at CAOL, we ensure that our recruitment and selection falls in line with the equal opportunities best practice. We are committed to ensuring that all employment opportunities (for both colleagues and external candidates) are bias free and available to all regardless of race, colour, nationality, ethnic or national origin, sex, mental or physical disabilities, age, marital or civil partnership status, actual or perceived sexual orientation, gender re-assignment, religion or belief, pregnancy or maternity.

Any advertisement of current vacancies will not favour internal applicants and the right candidate will be hired based on the correct skillset and behaviours needed for the role. Internal applicants will usually be expected to have a minimum of six months' experience within their current role. You'll find the full statement of policy under the recruitment policy.

# Performance



We try to create an environment where colleagues fully understand what's expected of them. You have a responsibility to meet the requirements of your job role, but we'll be there to support you during the induction process and as part of the performance management process.

## 1. Performance management

Performance management includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management is the activity and set of processes that aim to maintain and improve colleague performance in line with the company's objectives.

It is strategic as well as operational as its aim is to ensure that colleagues contribute positively to CAOL.

Performance throughout employment should be managed fairly and robustly. Managers throughout CAOL will monitor their team's performance as a department and on an individual basis. When a colleague is demonstrating poor performance, this should be rectified in an appropriate way to get the colleague back up to optimum performance

**1.1 What is performance management.** Broadly, performance management is an activity that:

- Establishes objectives through which individuals and teams can see their part in the company's mission and strategy.
- Improves performance among colleagues, teams and, ultimately, the company.
- Holds colleagues to account for their performance.

Performance management should be:

- Strategically aligned with broad issues and long-term goals.
- Integrated with various aspects of the company and how colleagues are managed.

### 1.2 Poor performance

If a colleague is not consistently demonstrating the required performance standard, managers are to refer to the performance management policy.

The aim of managing poor performance is to assist the colleague in achieving the desired performance standard.

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