

UCU national executive committee (NEC) and UK officer role outlines

1 UCU NEC members

General

- 1.1 The national executive committee (NEC) is the principal executive committee of the union, responsible for the execution of policy and the conduct of the general business of the Union between meetings of Congress, and acting within Congress policy.
- 1.2 NEC members are expected to:
 - represent members, as described by their NEC seat (for example, FE London and the East, women members in HE)
 - engage fully in their roles in the NEC's decision-making structures
 - represent the union's policies to members and to the wider public as agreed through the union's democratic structures
 - support and promote the union's campaigns.
- 1.3 An NEC induction session is offered annually. Other training may be offered specifically to NEC members. NEC members are expected to attend an induction session and are strongly encouraged to attend other relevant training where offered.
- 1.4 It is recognised that the time available to individual NEC members to carry out their role varies considerably, due to work commitments, the ability to get paid time off negotiated for union duties, and personal circumstances including, but not limited to, caring responsibilities.
- 1.5 UCU is committed to negotiating for paid time off for those elected to the NEC. NEC members can seek assistance with this from their regional official if necessary. Unfortunately it is not possible to guarantee that this will always be achieved.
- 1.6 This role outline is not exhaustive. Its main purpose is to provide information and transparency for members about the union's elected NEC and officer roles. Depending on the circumstances, there may be other opportunities or needs for NEC member involvement.
- 1.7 These role outlines are approved by the NEC. Changes to UCU rules or standing orders, or in committee structures, will automatically constitute changes in these outlines, where necessary. Other changes require the approval of the NEC.

Committees

- 1.8 Policy is made by Congress and the sector conferences. The day-to-day operation of the union is carried out by UCU's staff. Much of the discussion and decision making that takes place between those two levels is carried out through the union's committee structure. An appendix is attached which sets out details about the frequency of the committee meetings in which NEC members are, or may be, involved (appendix 1). NEC members are expected to:
- attend meetings of the NEC, their sector committee, and any other subcommittee to which they stand and are successfully elected
 - read reports and committee papers and engage with the issues under consideration, contribute to meetings, and listen to and consider the contributions of others
 - be accountable and open in the decisions they make, and have their voting records at the NEC and its sector committees published.
- 1.9 NEC members have the opportunity to stand for election as members, and as chairs, of NEC subcommittees. Sector committees will elect vice chairs from amongst their members, who have a role in the authorisation of industrial action.
- 1.10 All NEC members, steered by their committee chairs, are expected to conduct themselves in meetings in a way which shows respect and courtesy for other committee members and for UCU staff. All committee chairs and members have a responsibility to actively challenge behaviour and language which is aggressive, intimidating, discriminatory, that misrepresents facts, or targets individuals in a hostile way.
- 1.11 Examples of the matters which NEC members are asked to discuss and decide upon at NEC and subcommittee level include:
- considering the union's priorities and the best use of its resources
 - ongoing industrial and campaign strategy
 - key points of principle in relation to the way in which Congress or conference policy is implemented
 - the union's strategies for recruitment and organising, for advancing equality, for advancing specific policies of the union
 - responses to government or other relevant consultations
 - endorsing responses to situations arising between meetings of Congress or sector conference, for example, attacks on other trade unionists or on educationalists in the UK or abroad
 - approving and amending regulations which are delegated to the NEC under the union's rules (for example, legal scheme regulations, standing orders for certain committees).

- 1.12 The NEC recommends to Congress each year the union's budget and subscription rates, taking recommendations from the strategy and finance committee.
- 1.13 NEC members who hold equality seats are also members of the NEC's equality subcommittee, and of the relevant equality standing committee (an advisory committee). Equality seat holders are expected to attend and contribute to these committees, and to the annual equality conference. The chairs of these committees are elected from among the relevant NEC seat holders.
- 1.14 NEC members have a right under NEC standing orders to submit motions to the NEC and its sector committees. However, it is NEC members' responsibility to make sure that the priorities of the union directed by Congress and sector conference policy, and matters recommended as a result of detailed work in the NEC's sub-committees, are given due time and attention.
- 1.15 There may be areas of collaboration between the union's staff and elected representatives, in committee work and other areas.

Other activities

- 1.16 NEC members may hold additional positions within the union's structures, elected by and from the NEC, for example, on the legal panel, international working group, standing orders and rules group, TUC delegation.
- 1.17 NEC members are automatically members of their local branch committee, and, if from an institution in England, are entitled to attend their regional committee (without vote unless appointed as a representative by their branch). As far as possible, NEC members should be active at all levels of the union. Geographically elected members in particular are expected to attend their regional committee.
- 1.18 NEC members may be approached directly by branches, or by an officer or official of the union, to speak to a meeting or otherwise liaise with a branch cognisant of the NEC member's location or specific skills or interests. This may be in the form of – for example - visiting a picket line or attending a branch meeting to explain a UK-wide campaign or course of action.

Conduct

- 1.19 NEC members are expected to behave professionally in their role. NEC members are expected to act to further the aims and objects of the union.
- 1.20 This includes UCU's stated aim of promoting equality for all throughout the union's work and structures, and actively opposing all forms and harassment, prejudice and unfair discrimination (rules 2.4 and 2.5).
- 1.21 NEC members are reminded of the obligations of all members, to abide by the rules and standing orders of the union, refrain from conduct detrimental to the interests of the union, and from all forms of harassment, prejudice and unfair discrimination (rule 6.1).
- 1.22 NEC members are expected to behave to other members of UCU, including other NEC members, and to UCU staff, with courtesy and respect. All NEC members

are expected to abide by the *Code of Conduct for UCU employees, Elected officers, UCU members, Branch and Regional representatives* (appendix 2).

- 1.23 NEC members should not, by virtue of their NEC role alone, formally advise on individual casework. Any enquiries received by NEC members in respect of casework should be referred to the relevant regional office or to the head of bargaining, organising, representation and operations. (Where NEC members are accredited caseworkers undertaking casework within their local branch, they may of course continue with this.)

2 UCU officers

Introduction

- 2.1 UCU has five officer roles. Four of these are held in annual succession by the member elected as vice president (becoming president). The officers are:
- Vice president
 - President elect
 - President
 - Immediate past president
 - Honorary treasurer
- 2.2 The vice president and president elect roles have a sectoral emphasis, acting as chair of their sector conference and sector committee. The president holds a union-wide role, chairing, amongst other things, Congress and the NEC.
- 2.3 The honorary treasurer is elected for a two-year term and has a distinct role in relation to the union's finances.
- 2.4 The officers are the senior elected members of the national executive committee (NEC).
- 2.5 The NEC role outline continues to apply to the officers of the union.
- 2.6 Collectively, the officers form a senior elected group to whom decisions are from time to time specifically delegated by another body (normally the NEC or strategy and finance committee). Additionally, there may be matters on which the general secretary or another senior official needs to act, or make a recommendation, on which input or endorsement from the officers may be sought. Officers are expected to attend regular officer meetings, the frequency of which will vary depending on the circumstances; every 3-6 weeks is usual.
- 2.7 There are some aspects of the working relationship between the officers that will vary year on year, depending on the interests and skills of individuals. Appended is *Protocol: UCU UK-elected officers working together* (appendix 3), which says more about the working relationship between officers.
- 2.8 The officers have particular roles in respect of chairing the union's most

important committees. All committee chairs have a responsibility to uphold the relevant standing orders and to actively challenge behaviour and language which is aggressive, intimidating, discriminatory, that misrepresents facts, or targets individuals in a hostile way.

- 2.9 All officers have a role in respect of the financial oversight of the union, and a responsibility to have due regard to the union's agreed budget. Officers may be asked to consider financial matters before they are referred to the strategy and finance committee. If the honorary treasurer is unable to discharge their duties, the remaining officers will ensure that these are fulfilled.
- 2.10 Officers can request, via the general secretary, any additional training necessary or useful to their role.
- 2.11 Workspace is made available at UCU's head office for the union's officers, with access to IT facilities. A limited amount of administrative support is available, primarily in respect of coordinating diaries and booking travel and accommodation. Provision of portable computer and phone equipment may be arranged for some or all of an officer's term dependent on individual circumstances and preferences.
- 2.12 UCU will make every effort to negotiate arrangements that allow post holders to carry out their duties while continuing to receive pay from their employer. These arrangements take various forms, including secondment-type agreements.
- 2.13 For the vice president and president elect, the percentage of time supplied to UCU may be 0.5 FTE or more. There is variation here, noting that all officers will have different work and personal commitments, and that the demands of the role in each sector may vary over time.
- 2.14 The president's role is normally regarded as a full time one.
- 2.15 For the honorary treasurer and past president, such an arrangement may be agreed, taking account of personal commitments and preferences, and operational needs. The percentage of time supplied to UCU will normally be less than for a president elect or vice president.

3 Role outline: vice president and president elect

- 3.1 The vice president and president elect are senior elected figures each representing specifically their sector within the union. The vice president and president elect will liaise regularly with the head of further or higher education as appropriate, with the general secretary, and with other senior officials of the union as necessary.

Chair and vice chair roles

- 3.2 The vice president and president elect are chairs of:
 - their sector conference
 - their sector committee

- 3.3 The vice president and president elect (alongside the immediate past president) are vice chairs of:
- Congress
 - the national executive committee
- 3.4 The president elect is vice chair of the strategy and finance committee, and vice chair of officer meetings.
- 3.5 The vice president or president elect may be asked to chair, or act as vice chair to, other meetings or working groups.
- 3.6 As chair of their sector committee, the vice president and president elect will agree the agenda for these meetings in consultation with the head of further or higher education as appropriate, attend pre-meetings, and approve draft minutes.
- 3.7 The vice president and president elect are invited to pre-meetings of the NEC and SFC.

Other committees

- 3.8 The vice president and president elect are voting members of the following NEC sub-committees: their sector committee; education committee; equality committee; recruitment, organising and campaigning committee (ROCC), strategy and finance committee (SFC), and are entitled to attend, as an observer, meetings of the sector committee which is not of their sector.
- 3.9 The vice president and president elect are members of the standing orders and rules group (SORG).
- 3.10 The vice president and president elect may attend without vote meetings of the appropriate sectoral business of the Congress business committee, meetings of the academic related professional staff committee, the anti-casualisation committee, and those equality standing committees where they identify as belonging to the relevant group. They may be invited to attend, or may ask to observe, meetings of those equality standing committees where they do not belong to the relevant group.
- 3.11 The president elect may attend without vote meetings of the Congress business committee relating to Congress. The vice president may ask to observe these meetings.
- 3.12 It is recognised that due to the sheer number of committee meetings which the vice president and president elect are entitled to attend, they are unlikely to attend every possible meeting.

Industrial matters and fighting fund

- 3.13 The vice president or president elect from higher education is:
- chair of the UK HE negotiators

- a member of UCU's USS negotiating team, and chair of the superannuation working group – or they may nominate another HEC member to fill this role.

3.14 The vice president or president elect from further education is:

- chair of the FE negotiating team for England – or, if not from an institution in England, they may nominate another FEC member to fill this role

3.15 In accordance with agreed procedures, the vice president and president elect will:

- consider requests to approve industrial action ballots and calls for industrial action in their sector (working with the president and relevant sector vice chairs)
- consider requests for access to the fighting fund (working with the officers, as delegated by SFC).

Representing the union to members

3.16 The vice president and president elect have an important role in representing the union to members, for example, they may be called on to:

- speak at branch meetings
- attend picket lines and rallies
- speak at other member meetings and events, including annual conferences of equality or special employment interest groups.

Representing the union externally

3.17 The vice president and president elect are members of the union's delegation to the TUC, attending the pre-meeting and delegation meetings in addition to the conference.

3.18 The vice president and president elect have an important role in the union's campaigning, influencing and lobbying work. They may be called on to:

- represent the union in press and media work
- speak at events organised by sister unions, affiliated organisations and wider campaign groups
- represent the union internationally, including at Education International events and conferences, and occasionally, in solidarity delegations abroad
- be otherwise involved in the union's lobbying and influencing work.

Financial and staffing responsibilities

3.19 The vice president and president elect will:

- within agreed limits and procedures, act as a co-signatory for the union's bank accounts
- attend meetings of the UCU-Unite JNC (the negotiating committee for UCU as

an employer and the staff union, usually three meetings per year).

- 3.20 The vice president or president elect, working with the honorary treasurer and president, may be asked to assist with authorising members' expense claims, and the expense claims of the general secretary.
- 3.21 The vice president or president elect may occasionally be asked to participate in other staffing procedures, such as the recruitment of senior staff.

Rule 13 (regulation of the conduct of members)

- 3.22 In accordance with the relevant procedure, the officers will determine the composition of panels formed to hear complaints under the procedure for the regulation of the conduct of members.
- 3.23 The vice president or president elect may be asked to act as an investigating officer for complaints made under this procedure.

4 Role outline: President

- 4.1 The president is the senior elected officer of the union. Their role is cross-sectoral. The president will liaise regularly with the general secretary and with other senior officials of the union as necessary.
- 4.2 The president has an office in UCU's headquarters, and is provided with administrative support. The president is expected to attend the office regularly or be otherwise available when not engaged on external union activities.

Chairing responsibilities

- 4.3 The president is chair of:
- Congress, and will make an address to the annual meeting of Congress
 - the national executive committee (NEC)
 - the strategy and finance committee (SFC)
 - meetings of the union's officers.
- 4.4 The president may be asked to chair other ad hoc meetings, working groups, or nominate another officer to do so.
- 4.5 As chair of the NEC and SFC the president will agree the agenda for these meetings in consultation with the general secretary, attend pre-meetings, and approve draft minutes of SFC and NEC meetings.
- 4.6 The president will ensure that there are regular meetings of the officers and be responsible for the agenda for these meetings.

Other committees

- 4.7 The president is a voting member of the following NEC sub-committees: their sector committee; education committee; equality committee; recruitment,

organising and campaigning committee (ROCC); and is entitled to observe meetings of the sector committee which is not of their sector.

- 4.8 The president is a member of the standing orders and rules group (SORG). The president is a member, and normally chair, of the international working group, or may nominate someone else to fill this role.
- 4.9 The president may attend without vote meetings of the Congress business committee, the academic related professional staff committee, the anti-casualisation committee, and those equality standing committees where they identify as belonging to the relevant group. The president may be invited to attend, or may ask to observe, meetings of those equality standing committees where they do not belong to the relevant group.
- 4.10 It is recognised that due to the sheer number of committee meetings which the president is entitled to attend, the president is unlikely to attend every possible meeting.

Industrial action and fighting fund

- 4.11 In accordance with agreed procedures, the president will:
- approve industrial action ballots and calls for industrial action (working with the appropriate sector committee chair and vice chairs)
 - consider requests for access to the national fighting fund (working with the officers, as delegated by SFC)

Representing the union to members

- 4.12 The president has an important role in representing the union to members, for example, they are expected to:
- attend picket lines and rallies
 - speak at branch meetings
 - speak at other member meetings and events, including annual conferences of equality or special employment interest groups.

Representing the union externally

- 4.13 The president is the leader of the union's delegation to the TUC, attending the pre-meeting and delegation meetings in addition to the conference.
- 4.14 The president may represent the union in joint union meetings and groups such as the Trade Union Coordinating Group.
- 4.15 The president has an important role in the union's campaigning, influencing and lobbying work. They are expected to:
- represent the union in press and media work
 - speak at events organised by sister unions, affiliated organisations and wider campaign groups

- represent the union internationally, including at Education International events and conferences, and occasionally, in solidarity delegations abroad
- be otherwise involved in the union's lobbying and influencing work.

Financial and staffing responsibilities

4.16 The president will:

- work with the honorary treasurer and within agreed procedure to authorise members' expense claims, and the expense claims of the general secretary
- within agreed limits and procedures, act as a signatory for the union's bank accounts.

4.17 The president has specific functions in relation to the NEC's role as the employer. The president will:

- attend and chair meetings of the UCU JNC (the negotiating committee for UCU as an employer and UCU's staff union, usually three meetings per year)
- in accordance with agreed procedures, deal with any complaint received about the general secretary.

4.18 The president may be asked to participate in other staffing procedures, such as the recruitment of senior staff.

NEC elections

4.19 The president is the returning officer in NEC, and when relevant, general secretary, elections.

Rule 13 (regulation of the conduct of members)

4.20 In accordance with the relevant procedure, the officers will determine the composition of panels formed to hear complaints under the procedure for the regulation of the conduct of members. The president will determine the composition of any appeal panels required from amongst those members elected to serve on appeal panels.

5 Role outline: immediate past president

5.1 The immediate past president acts as a cross-sectoral officer of the union, wherever they are able to usefully offer their experience and time. The immediate past president will liaise with the general secretary, and with other senior officials of the union as necessary.

Vice chairing roles

5.2 The immediate past president (alongside the vice president and president elect) is a vice chair of:

- Congress
- the national executive committee

5.3 The immediate past president may be asked to chair, or act as vice chair to, other meetings or working groups.

5.4 The immediate past president is invited to pre-meetings for the NEC and SFC.

Other committees

5.5 The immediate past president is a voting member of the following NEC sub-committees: their sector committee; education committee; equality committee; recruitment, organising and campaigning committee (ROCC), strategy and finance committee (SFC); and is entitled to attend as an observer meetings the sector committee which is not of their sector.

5.6 The immediate past president may attend without vote meetings the academic related professional staff committee, the anti-casualisation committee, and those equality standing committees where they identify as belonging to the relevant group. They may be invited to attend, or may ask to observe, meetings of those equality standing committees where they do not belong to the relevant group.

5.7 It is recognised that due to the number of committee meetings which the immediate past president entitled to attend, they are unlikely to attend every possible meeting.

Fighting fund

5.8 In accordance with agreed procedures and working with other officers, the immediate past president may consider requests for access to the fighting fund (as delegated by SFC).

Representing the union to members

5.9 The immediate past president continues to have a role in representing the union to members, for example, they may be called on to:

- speak at branch meetings
- attend picket lines and rallies
- speak at other member meetings and events, including annual conferences

of equality or special employment interest groups.

Representing the union externally

5.10 Where opportunities to represent the union externally cannot be filled by the president, president elect or vice president, or where it is particularly appropriate to their interests and expertise, the immediate past president may:

- represent the union in press and media work
- speak at events organised by sister unions, affiliated organisations and wider campaign groups
- represent the union internationally, including at Education International events and conferences, and occasionally, in solidarity delegations abroad
- be otherwise involved in the union's lobbying and influencing work.

Financial and staffing responsibilities

5.11 The immediate past president will:

- within agreed limits and procedures, act as a co-signatory for the union's bank accounts
- attend meetings of the UCU JNC (the negotiating committee for UCU as an employer and UCU's staff union, usually three meetings per year).

5.12 The immediate past president, working with the honorary treasurer and president, may be asked to assist with authorising members' expense claims, and the expense claims of the general secretary.

5.13 The immediate past president may occasionally be asked to participate in other staffing procedures, such as the recruitment of senior staff.

Rule 13 (regulation of the conduct of members)

5.14 In accordance with the relevant procedure, the officers will determine the composition of panels formed to hear complaints under the procedure for the regulation of the conduct of members.

5.15 The immediate past president may be asked to act as an investigating officer for complaints made under this procedure.

6 Role outline: honorary treasurer

6.1 The honorary treasurer has a cross-sectoral role as an officer of the union with specific responsibility for oversight of the union's finances. The honorary treasurer will liaise with the general secretary, head of finance, and with other senior officials of the union as necessary.

Finance

6.2 The honorary treasurer will:

- Report annually on the finances of the union, including signing off the annual returns to the Certification Officer.
- Present and recommend an annual budget, and annual proposals for subscription rates to the strategy and finance committee, to the NEC, and to Congress
- Present quarterly management accounts and other relevant papers and recommendations to the strategy and finance committee and NEC as necessary.
- Advise the officers, the strategy and finance committee, and the NEC as appropriate about financial matters and as far as is reasonably practical the financial impact of any matters or decisions being debated or considered.
- within agreed limits and procedures, act as a co-signatory for the union's bank accounts.
- to act for the union, within agreed procedures, in the matters of the disposal and purchase of major assets, and raising of loans, consulting with the trustees of the union as appropriate.

6.3 The honorary treasurer may be involved in working groups, ad hoc projects or reports in which their role in relation to the union's finances is particularly relevant.

6.4 The honorary treasurer will authorise members' expense claims, assisted by the president and other officers as necessary.

6.5 The honorary treasurer will authorise the expense claims of the general secretary.

Committee roles

6.6 The honorary treasurer may be asked to chair, or act as vice chair to, meetings or working groups.

6.7 The honorary treasurer attends pre-meetings for the NEC and SFC.

6.8 The honorary treasurer normally attends the annual meeting of trustees and general secretary.

Other committees

- 6.9 The honorary treasurer is a voting member of the following NEC sub-committees: their sector committee; education committee; equality committee; recruitment, organising and campaigning committee (ROCC), strategy and finance committee (SFC); and is entitled to attend as an observer at meetings of the sector committee which is not of their sector.
- 6.10 The honorary treasurer may attend without vote meetings of the academic related professional staff committee, the anti-casualisation committee, and those equality standing committees where they identify as belonging to the relevant group.
- 6.11 It is recognised that due to the number of committee meetings which the honorary treasurer is entitled to attend, they are unlikely to attend every possible meeting.

Fighting fund

- 6.12 In accordance with agreed procedures and working with other officers, the honorary treasurer may consider requests for access to the fighting fund (as delegated by SFC).

Representing the union to members

- 6.13 Like all officers the honorary treasurer has a role in representing the union to members, for example, they may be called on to:
- speak at branch meetings
 - attend picket lines and rallies
 - speak at other member meetings and events, including annual conferences of equality or special employment interest groups.

Representing the union externally

- 6.14 Where opportunities to represent the union externally cannot be filled by the president, president elect or vice president, or where it is particularly appropriate to their interests and expertise, the honorary treasurer may:
- represent the union in press and media work
 - speak at events organised by sister unions, affiliated organisations and wider campaign groups
 - represent the union internationally, including at Education International events and conferences, and occasionally, in solidarity delegations abroad
 - be otherwise involved in the union's lobbying and influencing work.

Staffing responsibilities

- 6.15 The honorary treasurer will attend meetings of the UCU JNC (the negotiating committee for UCU as an employer and UCU's staff union, usually three

meetings per year).

- 6.16 The honorary treasurer may occasionally be asked to participate in other staffing procedures, such as the recruitment of senior staff.

Rule 13 (regulation of the conduct of members)

- 6.17 In accordance with the relevant procedure, the officers will determine the composition of panels formed to hear complaints under the procedure for the regulation of the conduct of members.
- 6.18 The honorary treasurer may be asked to act as an investigating officer for complaints made under this procedure.

Appendix 1

National executive committee – membership and frequency of committees

1. National executive committee, Further education committee, Higher education committee

In addition to the national executive committee, all members of the NEC are members of their relevant sector committee. The NEC year begins at the end of the annual Congress and sector conference meetings until the close of Congress and sector conference meetings the following year. In each NEC year there are normally:

- 4 one-day meetings of the NEC (normally held June, November, March, May)
- 1 pre-Congress meeting of the NEC
- 4 meetings of the Further education committee and Higher education committee (normally held June, October, February/March, April)

One day meetings of the NEC are normally scheduled to take place 11am – 4:30pm but times may vary. Meetings of the sector committees vary in length and can either be one or half-day meetings. The meeting of NEC held on the afternoon prior to the start of annual Congress is a shorter meeting.

2. Equality committees

Members elected to an NEC equality seat (representative of Black, Disabled, LGBT+, Migrant, Women members) are automatically members of the NEC's equality subcommittee, and the relevant equality standing committee. The equality committee meets twice a year. The equality standing committees (Black, Disabled, LGBT+, Migrant, Women) meet three times a year. An annual equality groups conference is held over 3 days normally in November or December which NEC members elected to an equality seat are also automatically entitled to attend. The equality committee can either be a one or half-day meeting. Meetings of the equality standing committees are normally a half day.

3. Representatives of casually employed members

The two NEC members elected as representatives of casually employed members are automatically members of the anti-casualisation committee which meets 3 times a year and which also holds an annual meeting for staff on casualised contracts in February - March.

4. Other subcommittees

NEC members can self-nominate to be elected to additional seats on the equality committee and UCU's three other sub-committees:

- Education committee
- Recruitment, organising and campaigning committee

- Strategy and finance committee

Members are elected to these committees by the NEC. There is no rule or standing order restricting committee membership. However, it is established practice to recommend that NEC members think carefully about their union workload and restrict themselves to one sub-committee only in addition to HEC/FEC.

The strategy and finance committee meets 3 times a year; the other sub-committees twice a year.

5. Committee chairs/vice-chairs

Members can also self-nominate to stand for election as chairs of the equality committee, education committee, and recruitment, organising and campaigning committee. The chairs of these committees are automatically members of the strategy and finance committee.

Members of the NEC can also self-nominate to the positions of vice-chairs for the sector committees of FEC and HEC.

6. Other committees and bodies

NEC members may also self-nominate for election to the following committees/bodies:

- Academic related, professional services staff committee
- UCU's TUC delegation
- Legal support panel
- International working group
- Stress and bullying working group
- USS Advisory committee
- Teachers superannuation working party

7. Congress and the sector conferences

Congress and the FE and HE sector conferences meet annually usually at the end of May/beginning of June over 3 days. NEC members are automatically entitled to attend Congress and the relevant sector conference.

8. Additional meetings of Congress/NEC/FEC/HEC

During the year, additional (special) meetings of Congress/sector conferences, NEC and the sector committees may take place.

This is more common for sector committees than the NEC, particularly when large (multi-institution) industrial disputes are ongoing.

9. Regional committees

Members of the NEC may also automatically attend meetings of their regional committee (non-voting, unless also appointed by the branch as their representative). Regional committees meet three times a year.

10. Scheduling of committee meetings

The majority of UCU's committee meetings take place on a Friday, however, given the large number of committee meetings in the calendar, there are, by necessity, sometimes meetings on other days.

The draft calendar meetings for the next UCU year (Congress to Congress) is presented to the NEC in early May, and confirmed by the first meeting of the NEC after Congress for that UCU year.

University and College Union

CODE OF CONDUCT POLICY

Code of Conduct for UCU employees, Elected officers, UCU members, Branch and Regional representatives

1. This code of practice is designed to facilitate the smooth work of UCU by clarifying the appropriate working relationships between UCU employees, elected officers, UCU members, branch and regional representatives.
2. It is recognised that the NEC and other elected members are concerned with the formulation of policy on behalf of their members. Questions or concerns on the implementation of UCU policy should therefore be addressed to the General Secretary.
3. The General Secretary is responsible to the NEC for: the efficient recruitment and deployment of UCU employees; being the principal line of communication between the NEC and employees; and the day-to-day running of UCU. Any questions on the day-to-day running of UCU must be channeled through the General Secretary or the appropriate official in charge of the department concerned and not directly to any employees.
4. It is recognised that employees may be instructed by their line manager to carry out certain duties (e.g. in relation to the committee work and representation on outside bodies) as part of their job descriptions. However, NEC members and elected officers must not attempt to instruct or question employees on the method of work or the content of that work. In the case of the latter, this must first be raised with the appropriate line manager and/or General Secretary.
5. Requests for assistance from NEC members, other than covered in clause 4, will be made to the General Secretary or according to arrangements made by her/him and notified to all NEC members.
6. The General Secretary will, on an annual basis, inform all employees of the names of the UCU elected officers, committee chairs, chair of panels, working groups and representatives etc.
7. Whilst UCU employees give professional advice and assistance in the course of their duties, they do so with delegated responsibility from their line manager. All staff are accountable to their line manager for their actions.
8. The Code of Conduct will be drawn to the attention of all new NEC members as part of their induction process.
9. Where employees are criticised or their work mentioned in derogatory terms within a forum where they are not represented or have no voice e.g. NEC, Branch meeting, Congress, UCU "chat rooms", or via email debates/discussions,

the chair at the time, national officer, senior elected member or the senior official with responsibility for the discussion group will draw attention to this Code of Conduct and call on the member making the criticism to adhere to this code.

10. If a UCU staff member becomes aware of inappropriate criticism of their work by those in section 1 or behaviour felt to be in contravention to these guidelines, they should report this to their line manager, Personnel department, General Secretary or trade union representative. The recipient of such a report may respond as under section 9, but should also consider other additional appropriate action under the Dignity at Work Policy and the rules of UCU.
11. Should any elected member have a complaint about any UCU employee, they should raise the matter with the appropriate line manager or the General Secretary who will deal with it in accordance with agreements and procedures. There is an established membership complaints procedure that must be adhered to at all times.

Appendix 3

UNIVERSITY AND COLLEGE UNION

PROTOCOL: UCU UK-ELECTED OFFICERS WORKING TOGETHER

Introduction

- 1 This paper outlines a protocol to facilitate the effective operation of the UCU's officer team. The officers comprise the President, President-Elect, Vice-President, Past-President and Honorary Treasurer. Each has a particular role to play, but this protocol is intended to cover the general activities of the team as a group of people working together with a common aim of serving the best interests of the union. It is designed to be helpful rather than prescriptive and takes a common-sense, practical approach to the organisation of the work of the team.

Preparing for each year of activity

- 2 Each officer, following their election and prior to taking up office, should be asked to indicate any areas of the union's activities in which they have a special interest, as well as any in which they have particular knowledge and experience to contribute. The general secretary should take responsibility for ensuring that this is done and that the outcome is made known to other members of the team and to relevant staff, for example, press and media or equality. The purpose of this exercise is to ensure that the potential contribution to the work of the union of all officers is fulfilled.
- 3 The union offers media training to officers and can organise other training if required (e.g. charring meetings). All officers are expected to participate in relevant training.
- 4 The union will also organise an induction process for incoming officers. This will include introductions to key staff; and briefing on relevant internal office procedures. It will also cover the operation of this protocol and the role of officers more generally. The objective will be to equip the officers with a thorough understanding of how the union works, how to get things done and who to ask, and how the officers work effectively with each other and with the staff. All officers are expected to make time to undergo induction in advance of, or as early as possible following, the assumption of office.

Organisation of team meetings

- 5 A calendar of team meetings for the year should be agreed by the officers at their first meeting following annual congress. The president should take responsibility for drafting the schedule for approval, aiming at meetings on a monthly to six-weekly basis.
- 6 All officers should seek to ensure that they attend all team meetings.
- 7 An agenda should be produced a week in advance of each meeting. It may consist of some standing items agreed by the team (e.g. reports back from external meetings; preparation for upcoming meetings), but all members of the team should be invited to add any agenda items as they wish.

- 8 In general, meetings of the officers should be attended by the general secretary and other senior staff as necessary (i.e. if there are items on the agenda requiring their expertise) and a short minute of action points taken by a staff member. In addition, the officers may wish to meet on their own on occasions, provided that all officers are invited, in which case one member of the team should be designated to make a note of any action points for subsequent circulation to team members. Officers should note that there is a reserved section of the UCU intranet ('YouSeeYou') set up for their use where they can access minutes and other material relevant to the officers. Use of the intranet will be included in the officers' induction (para 4 above).

Conduct of team meetings

- 9 Meetings should be chaired by the President or President-Elect in the president's absence.
- 10 As with any UCU meeting, the expectation is that all members of the team will be invited to contribute their views and comments on all items and will be heard with respect and without interruption. It should always be borne in mind that individual officers will bring different degrees and types of knowledge, experience and understanding to the team and that this should be valued.
- 11 It must also be recognised that officers will have been elected on different manifestos and may disagree about some aspects of union policy. While acknowledging this, it should be remembered that the officers have a shared responsibility, along with the NEC and the officials, to implement UCU policy as agreed at Congress and the NEC. The main purpose of officers' meetings is to seek common ground that will facilitate effective teamwork wherever possible: to get important collective work done, not to engage in divisive political debate. Therefore, where consensus can be arrived at the chair should sum up the nature of the agreement clearly and check that it is understood and accepted by all. It should be noted for the record. The expectation is that all officers will honour the agreements made. To that extent, the officers of the union may be said to operate by 'cabinet responsibility', but different views should always be respected and it should be acknowledged that consensus will not always be possible.
- 12 The president should give notice of any matters for discussion which the president considers to be confidential. At its meetings, the team should decide collectively whether to observe confidentiality in any particular instance. The reason for confidentiality should be clear and understood by all. Where confidentiality is accepted by all officers it should be strictly adhered to.

Team co-ordination

- 13 Team members should keep each other informed of the activities that they carry out in their capacity as a UK UCU officer, for example, their attendance at UCU meetings or at external meetings attended on behalf of UCU. The team should agree the most practical way of ensuring that this information is shared (e.g. by sharing calendars or by a regular exchange of appointment lists by email). Also, reporting back from such meetings should be a standing item on the agenda of

officers' meetings.

- 14 It is accepted that officers will receive direct, individual invitations from branches/regional committees and external organisations to attend meetings in their UCU officer capacity. Where they are unable to attend, they should suggest to the branch/regional committee/organisation that another officer be invited.
- 15 Where general invitations for an unspecified officer to attend a meeting come into the president's or general secretary's office, it should be circulated to all officers with an invitation for an expression of interest. As a matter of general principle, care should be taken to try as far as possible to distribute invitations equitably among the team. The distribution may also be influenced by the spread of expertise among the officers where a branch or regional committee requests a speaker on a specific topic.
- 16 The same approach should be adopted to the allocation of officers for attendance at external events, such as teacher union annual conferences, and at special UCU events and conferences where officers may be invited to speak or chair. It is the responsibility of the general secretary to bring such events to the attention of the officers as early as possible so that they can make collective decisions about their involvement and be available for consultation about the organisation of the event itself.
- 17 Similarly, it is the responsibility of the general secretary to ensure that the relevant staff of the union are aware of the value of involving officers in the representation of the union both to members and externally. In relation to the latter, this should include press and media (including social media) use of officers' status, knowledge and expertise when relevant opportunities arise.
- 18 Officers should not cite each other or members of staff within the media or social media without bringing this to the attention of the individual before proposed publication. Good practice would also suggest raising issues for discussion within the officers before publication.
- 19 The officers should regularly review their engagement in the above areas of activity and make any suggestions that they wish through the general secretary. In general, the officers should always raise significant concerns (as opposed to routine matters) with the general secretary in the first instance rather than with other members of staff.

Resolution of any problems

- 20 It is to be hoped that any problems with any aspect of the working of this protocol can be resolved by discussion at meetings of the officers. Where this is not possible, the matter should be reported to the general secretary who should use their best endeavours to resolve the matter impartially.