Foreword From
The Principal

It is my very great pleasure to welcome you to the University. In joining the University, you are joining a renowned institution that I hope will give you every opportunity to pursue a long, interesting and fulfilling career.

The University was founded in 1451 and is the fourth oldest university in the English-speaking world. It is situated within a magnificent setting which captures something of the vision, belief and confidence our Victorian forbearers had for the value and prominence they wished to give to education. The main University building provides an everyday reminder of our tremendous heritage and its one we strive to live up to.

As a new member of staff in the University, you are now part of this heritage, part of this great historical sweep that has brought Glasgow to this place and time - as one of the great, civic, broad based, research intensive Universities in the UK. The vision of our forbearers is alive today, and we have an exciting and dynamic University to take forward.

It is our collective privilege and opportunity to work together to ensure the future success of the University and I look forward to working with you to make this aspiration a reality.
Section 1

Introduction/Overview

Welcome to the University. We are delighted that you are working with us and hope that you will find your role both challenging and enjoyable.

The Staff Handbook has been designed to provide additional information and guidance to staff working at the University, and the benefits we provide. We depend on staff to act as a representative of the University, and support the strategic objectives through their work in collaboration with others. Staff are encouraged to read and become familiar with the policies of the University and the College/School/Research Institute/Service in which they work.

This handbook:
1. supersedes all previous versions
2. is presented for informational purposes only and is not intended to create a contract of employment
3. complements the written particulars of terms & conditions of employment relating to your particular role issued to you prior to joining the University
4. includes the following key areas
   • the University, strategic plan & values
   • terms and conditions of employment
   • employee relations
   • pay, performance & career development
   • learning & development
   • equality & diversity
   • facilities

The University’s Human Resources website is a valuable resource where you will find detailed information on policies and procedures relating to your employment: www.glasgow.ac.uk/services/humanresources

You are encouraged to speak with your line manager, the Human Resources Service or Trade Union should you wish clarification, or additional information, about any aspect of your employment.

About Us

The University is the fourth oldest university in the English speaking world and was founded by Papal Bull in 1451. The University is one of twenty-four UK universities forming the prestigious Russell Group of universities committed to the highest levels of academic excellence in both research and teaching.

Our research-led approach is one of the reasons why a degree from the University is so prized, but our students also benefit from opportunities to study abroad, improve their employability, take part in work placements and explore a wide range of social activities. As a result, we welcome scholars (approx. 16,000 undergraduates and 6,000 postgraduates) from around 120 countries worldwide and the University has consistently been rated highly in relation to student satisfaction levels. Our students graduate equipped with the skills they need to compete in a global workplace and with friendships and networks that last a lifetime.

The University is a not for profit charitable institution and derives its income primarily from government funding, research grants, contracts and student fees.

Strategic Plan

“Glasgow 2020 – A Global Vision” outlines our strategy to build on the University’s position as one of the world’s great broad-based research-intensive universities. The vision identifies the priorities for the next five years, focusing resources on maintaining existing and developing new world leading activities. As well as, improving the University’s standing nationally and internationally, while meeting research funders’ and students needs.

The strategic plan can be downloaded from the University’s website: www.glasgow.ac.uk/media/media_180610_en.pdf
Our Mission

The University has a clear mission: To undertake world-leading research and to provide an intellectually stimulating learning environment, thus delivering benefits to culture, society and the economy.

Integrity

Our integrity means that we are committed to truth, fairness and respect. It also goes some way to explain how our many thousands of staff, students and collaborators work together and fit together to make something unique and whole. Put simply – because we co-operate, we can offer more.

Credibility

Across the world, people look to us for leadership in learning and research. Our credibility is built on innovation, on academic rigour, and on the way we work together to find creative solutions to the problems facing mankind today. This means that if you choose to work or study with us, you can gain from the passion and expertise of some of the world’s leading researchers.

Our Values

Our mission informs everything we do. But we also share a set of values – integrity, credibility, openness and success. These define the way we work.

Openness

We know that it is possible to be in the world’s top 1% of universities without being elitist. Being part of Glasgow is not about fitting some sort of criteria. It is about what you want to achieve and who you want to be. We embrace diversity, and we value and respect the contributions of all of our colleagues and students.

Success

We believe in striving towards a goal and achieving it; in realising ambition through honest hard work, commitment and determination. Every day we are making progress, every day we are achieving more, and we will support you to do the same.

University Structure

[Diagram showing the structure of the University with roles and responsibilities.]
University structure

The College of Arts contains:

• the School of Humanities
• the School of Critical Studies
• the School of Culture & Creative Arts
• the School of Modern Languages & Cultures
• Graduate school; and
• ArtsLab, an interdisciplinary research institute.

The College of Medical, Veterinary and Life Sciences contains:

• the School of Life Sciences
• the School of Medicine
• the School of Veterinary Medicine
• Graduate school
• the Institute of Biodiversity, Animal Health & Comparative Medicine
• the Institute of Cancer Sciences
• the Institute of Cardiovascular & Medical Sciences
• the Institute of Health & Wellbeing, which works jointly with Social Sciences
• the Institute of Infection, Immunity & Inflammation
• the Institute of Molecular, Cell & Systems Biology; and
• the Institute of Neuroscience & Psychology, which works jointly with the College of Science & Engineering.

The College of Science and Engineering contains:

• the School of Chemistry
• the School of Computing Science
• the School of Engineering
• the School of Geographical & Earth Sciences
• the School of Mathematics & Statistics
• the School of Physics & Astronomy
• the School of Psychology
• Graduate school; and
• the Institute for Neuroscience & Psychology, which works jointly with the College of Medical, Veterinary & Life Sciences.

The College of Social Sciences contains:

• the Adam Smith Business School
• the School of Education
• the School of Interdisciplinary Studies (based at Dumfries campus)
• the School of Law
• the School of Social & Political Sciences
• the Institute of Health & Wellbeing, which works jointly with the College of Medical, Veterinary & Life Sciences.
• Graduate school; and
• the Adam Smith Research Foundation, an interdisciplinary research institute.

University Services contains:

• Biological Services
• Campus Services
• Centre for Open Studies
• Corporate Communications
• Court Office and Other Services
• Development and Alumni office
• Estates and Buildings
• Finance
• Health Safety and Wellbeing
• Human Resources
• IT Services
• Learning and Teaching Centre
• Library and Collection Services
• Museum and Art Gallery
• Recruitment and International Office
• Research Strategy and Innovation
• Student Services
Section 2

Contract of Employment

All staff are provided with a contract of employment specific to their role in the form of: (a) formal offer letter, and (b) written statement of particulars of terms and conditions of employment.

Terms and conditions of employment are derived from: (a) UK Employment Legislation and (b) through local and national collective bargaining.

Hours of Work

The standard full-time working week for all members of staff with defined and nominal working hours is 35. Hours of work that have previously been specified in written particulars of terms and conditions of employment shall remain in effect. In the event that hours of work require to be reviewed at a later date due to business needs, full consultation will take place with staff and the appropriate trade union representatives.

Research & Teaching Job Family

Notionally set working hours are prescribed for staff employed within the Research & Teaching job family. Staff are however required to attend at a time and place necessary for the proper performance of their duties. Staff may be required to work additional hours from time to time to meet service requirements, without additional payment.

Management, Professional & Administrative; Technical & Related and Operational Job Families

Normal working hours for staff within these job families are 35 per week, exclusive of meal breaks, to be worked flexibly to meet the needs of the service.

Staff on grades 6 to 9 may be asked to work in excess of their normal working week to facilitate the completion of a time limited task or project. On such occasions, and in keeping with the contract of employment, staff will not be eligible to receive overtime payments for additional hours worked.

The Working Time Regulations specify limits to individual working time. The purpose of the Regulations is to limit compulsory working time, such that employees will normally not be expected to work more than 48 hours per week calculated over an agreed seventeen week reference period.

Staff may choose to agree, in writing, to undertake paid work beyond the average 48 hours weekly limit. Such an arrangement is referred to as an “opt-out” in terms of the Regulations and advice must be sought from the relevant, College/University Service HR team.

Pension

There are two principal schemes, operated by the University, allowing staff to save for their retirement whilst they earn. These are: (1) University of Glasgow Pension Scheme (UGPS), and (2) Universities Superannuation Scheme (USS).

These Schemes are designed to provide a range of benefits, including retirement benefits for dependents in the event of a member’s death. Both schemes are contributory, and the current contribution rates or pension plus equivalent for members are:

- UGPS: 6% of pensionable salary
- USS final salary section: 7.5% of pensionable salary
- USS career revalued benefits section: 6.5% of pensionable salary

All staff with contracted hours in grades 1 to 5 will be enrolled into UGPS and staff in grade 6 and above into USS. Normally these schemes are operated as a salary sacrifice (Pensions Plus). Staff should be aware that they can opt out of Pensions Plus while remaining a member of the scheme.

For further details see: www.glasgow.ac.uk/benefitsplus

For staff without contracted hours, legislation requires that they are enrolled into an approved pension scheme if they:

- are not already in a qualifying pension scheme
- are aged 22 or over and under State Pension age
- earn more than the auto enrolment earnings threshold, and
- work or usually work in the UK

For staff grade 6 and above this will be USS and for staff up-to and including grade 5 this will be the National Employment Savings Trust (NEST). Staff who do not qualify for auto enrolment may elect to join the appropriate scheme for their grade. Staff in grades 1 to 5 can elect to join UGPS at any time.

Further information regarding available options, including opting out can be obtained from the Pensions Section on +44 (0)141 330 5366 or email finance-pensions@glasgow.ac.uk
Retirement

The University does not recognise a pre-determined retirement age. Should any member of staff wish to retire, they should follow the normal notification procedures for resignation, in accordance with the notice periods detailed opposite.

Guidance can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity/policy/ageequality

Benefits

Benefits Plus is a tax efficient way of receiving a range of employee benefits and includes:

- Pensions Plus
- Parking Plus (University parking permits)
- Childcare Plus (childcare vouchers)
- Cycle Plus (bike and equipment hire)

Further information can be found online at: www.glasgow.ac.uk/services/benefitsplus

Probationary Period

On joining the University all staff, unless specified to the contrary in their contract of employment, are required to complete a six month probationary period, to assess their suitability to undertake the post for which they have been employed. Subject to a satisfactory review from the relevant line manager, the appointment is normally confirmed at the end of this period. In some cases, it may be necessary for the probationary period to be extended and a further review conducted prior to confirmation of appointment.

Early career academic staff employed in the Research & Teaching job family will normally be required to undertake an early career development programme of up to five/seven years with the reasonable expectation of attaining grade 9 on the relevant career track at the end of this period. During the programme, progress will be reviewed in accordance with the annual P&DR process, with a formal mid-term review at the end of three years and a final formal review at the end of the five/seven years. Each early career academic will have agreed objectives in terms of research, teaching and academic leadership over the period, appropriate to the relevant career track.

Notice Period

It is necessary to distinguish between the relevant period of notice which the University is required to provide staff in the event of termination of employment and the period of notice that staff are required to give the University of their intention to leave should they wish to resign from their post. Statutory obligations require the University to provide a minimum of one week’s notice for each year of service up to a maximum of twelve weeks after twelve years service.

The University agreed contractual notice periods across grades for those on open-ended contracts are outlined below:

<table>
<thead>
<tr>
<th>Notice Period</th>
<th>University to Employee</th>
<th>Employee to University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grades 1 - 2</td>
<td>One week for each year of service up to a maximum of twelve weeks.</td>
<td>One week</td>
</tr>
<tr>
<td>Grades 3 - 5</td>
<td>One week for each year of service up to a maximum of twelve weeks and with a minimum of one month</td>
<td>One month</td>
</tr>
<tr>
<td>Grades 6 - 9</td>
<td>Three Months</td>
<td>Three months</td>
</tr>
<tr>
<td>Grade 10</td>
<td>Three Months</td>
<td>Three Months *</td>
</tr>
</tbody>
</table>

* Notice to terminate should take into account that employment will end at the end of an academic semester. Four months notice is required if the effective date of termination is at the end of a long vacation.
Overtime

In all cases, overtime must be authorised in advance by the Head of School/Research Institute/Service or an authorised deputy.

All employees, irrespective of job family employed up to and including grade 5 will be eligible to receive overtime payments for hours worked in excess of 35 hours per week in accordance with the table outlined below:

<table>
<thead>
<tr>
<th>OVERTIME</th>
<th>RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Saturday</td>
<td>Hourly rate x 1.5 (Time and a half)</td>
</tr>
<tr>
<td>Sunday</td>
<td>Hourly rate x 2 (Double time)</td>
</tr>
<tr>
<td>Public Holidays</td>
<td>Hourly rate x 2 (Double time)</td>
</tr>
</tbody>
</table>

For part-time staff to be eligible for overtime rates of pay they must have worked in excess of 35 hours per week.

The University is committed to reducing the overall requirement and need for overtime working. Whilst there may continue to be a need for additional hours to be worked, there is a joint agreement between the University and the recognised trade unions that staff will not be required to work overtime unless contracted to do so.

Premium Payments

A range of premium payment arrangements currently exist for some staff groups, e.g. Staff who may be required by the nature of the service to work a pattern that may involve staff working over twenty-four hours per day, 365 days of the year on an agreed shift or rotation basis. Consequently, operational staff up to grade 5 may be paid the appropriate premium payments. The current rates are summarised in the table opposite.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Night Work (10.00pm – 6.00am)</td>
<td>Time and a third (Specific to Residential Services)</td>
</tr>
<tr>
<td>Shift Work (Rotating)</td>
<td>18% (Specific to Central Services)</td>
</tr>
<tr>
<td>Shift Work (Alternating)</td>
<td>11% (Specific to Central Services)</td>
</tr>
<tr>
<td>Unsocial Hours (8.00pm – 6.00am)</td>
<td>Time and a fifth (Specific to Residential Services)</td>
</tr>
</tbody>
</table>

(Provided no other enhanced rate is paid)

Exceptional arrangements may be put in place, by the College/University Service HR Manager, to facilitate immediate service requirements following consultation with the relevant trade union.

Call Out Arrangements/Payments

Staff may be called upon to perform a role within the University, for which they must possess the appropriate knowledge, skills and experience, at a time which is outside their normal working day. Call out arrangements apply in situations in which the work to be undertaken is regarded as insufficiently predictable to merit a formal on-call arrangement, but undertaken voluntarily. These arrangements apply where there is a demonstrable need to ensure adequate out of hours cover for essential services in order that specific duties can be undertaken as required outside of normal working hours for members of staff up to grades 6 and 7.

It has been formally agreed that the areas to which call out arrangements apply are Estates & Buildings and Cleaning Services.

Staff who wish to participate in call out arrangements within Estates & Buildings and Cleaning Services are required to notify the relevant line manager on an ‘opt-in’ basis and a list of opted-in staff will be maintained. Staff who wish to participate in call out, should not have consumed alcohol or substances prior to attending that might impair their ability to travel to work, think clearly or carry out a work task safely.
Call out payments for out of hours cover will be paid in accordance with the table below:-

<table>
<thead>
<tr>
<th>CALL OUT</th>
<th>RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Saturday</td>
<td>Hourly rate x 1.5 (Time and a half)</td>
</tr>
<tr>
<td>Sunday</td>
<td>Hourly rate x 2 (Double time)</td>
</tr>
<tr>
<td>Public Holidays</td>
<td>Hourly rate x 2 (Double time)</td>
</tr>
</tbody>
</table>

In the event, any call out continues into normal working time, employees called out can elect to continue and complete the remainder of their scheduled shift period, rather than undertake the specified rest break, subject to line management agreement.

Staff will be paid a minimum of four hours at the appropriate hourly rate subject to a maximum of eight hours in any twenty-four hour period. The hourly rate applied will be based on the nature of the call-out work undertaken which may be at a different rate from the person’s substantive post. Staff participating in the voluntary call out arrangements will be paid for travel time up to a maximum of one hour. Travelling expenses will not be reimbursed.

If a member of staff is called out for an aggregated total of five hours or more between the hours of 6pm and 8am, or called out at all between midnight and 8am, and if the next day is a working day, then there will be an entitlement to a two hour rest period, which will require normal work commencing two hours later than the scheduled start time.

If a member of staff is called out for an aggregated total of eight hours or more, including travel time, between the hours of 6pm and 8am, and if the next day is a working day, there will be an entitlement to a four hour rest period, which will require normal work commencing four hours later than the scheduled start time.

There may be alternative arrangements agreed at a local level which are not governed by this agreement and as outlined in written particulars of terms and conditions of employment. In the event that any call out continues into normal working time, staff called out can elect to continue and complete the remainder of their scheduled shift period, rather than undertake the specified rest break, subject to line management agreement.

---

**Annual Leave**

The leave year operates from 1 January to 31 December. Leave entitlement accrues at the rate of 1/365th per calendar day to reflect service within the leave year.

Leave entitlement for part-time/term-time staff, including public holidays and 'other days', will be proportionate to their contracted working hours.

While working the contracted six month probationary period, staff are entitled to a pro-rated entitlement of twenty-nine days annual leave based on a full year’s service. On successful completion of the probationary period, the leave entitlement will increase by two days to thirty-one and will be pro-rated depending on the start date. Leave can be taken according to operational needs when approved by the line manager.

When staff leave the employment of the University, they are expected to have taken all of their, pro-rated, leave entitlement. Normally no additional payment will be made for leave not taken. Similarly, where leave has been taken in excess of the entitlement, a pro-rated adjustment will be made and deducted from the final salary payment.

Staff are expected to take their annual leave entitlement in the leave year in which it has accrued. No payment in lieu of unused holiday will be made. Staff may, with the agreement of their Head of School/Research Institute/University Service, carry forward a maximum of five days leave into the next year (pro-rated for part-time staff). Where, as a result of extenuating circumstances, staff are unable to take their full leave entitlement, requests to carry forward leave will not be unreasonably refused. Leave carried forward must be taken by 31 March or forfeited.

**Public Holidays**

In addition to the annual leave entitlement, there are nine days designated as Public Holidays. Staff working part-time hours are entitled to pro-rated time off. Details of the public holidays can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/annual
Sickness Absence Leave & Payment Entitlement

The University provides and supports a healthy and efficient working environment through its obligations to comply with health and safety legislation and the provision of a supportive and rehabilitative approach towards sickness absence management. The University is committed to:

(i) encouraging, guiding and supporting staff to help them achieve and maintain acceptable attendance standards
(ii) managing attendance issues in a timely, fair and effective manner; and
(iii) ensuring that there is clear communication between line managers and staff concerning the application of these procedures

With the exception of Technical & Related staff appointed prior to 1 August 2010, all members of staff dependent on length of service, incapacitated from work through sickness or injury will receive sickness payment entitlement for a period of up to one sixth of service on full salary and one sixth of service on half salary, up to a maximum period of six months at full salary, followed by an equal period on half salary.

For Technical & Related staff appointed prior to 1 August 2010 the calculation of sick pay is based on the aggregate of periods of paid absence in the months immediately preceeding the first day of absence until such time as there is a change to the post or the postholder is regraded.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/juryservice-court

Maternity, Paternity, Parental & Adoption Leave & Payment Entitlement

There are a range of family friendly policies to support members of staff in the form of Maternity, Paternity, Parental and Adoption Leave. To ensure members of staff are aware of entitlement, policies have been developed setting out the arrangements for taking such leave.

Full details of these entitlements can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/maternity

Jury Service

Staff called for jury service will be granted the necessary time off without salary detriment. Staff are expected to claim the daily Court allowance from the Scottish Court Service in order that the University can, in part, be reimbursed the salary payment made to members of staff from the University.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/juryservice-court

Time off for Public Duties

Employment legislation gives staff who hold certain public positions, an entitlement to take reasonable time off during working hours for performing the duties associated with their public position.

Before undertaking a voluntary public service, staff should notify their Head of School/Research Institute/University Service of their intention to undertake such a role.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/publicduties

Time off for Religious & Belief Events

The University recognises there are many religions and beliefs with associated festivals, holidays and/or religious events that practicing members of staff may wish to observe. Requests for annual leave or time off for the observance of such events will be considered sympathetically and, will be accommodated wherever possible.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity/policy/religion-belief

Volunteer Reserve Force

Members of staff who are members of Volunteer Reserve Force shall be granted five days paid leave per leave year for attendance at VRF summer camps and training exercises. This paid leave is in addition to the member of staff’s normal annual leave entitlement.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/reservists
Special Leave
The Special Leave procedure provides for circumstances where unpaid special leave may be granted.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/special

Bereavement Leave
The Leave policy sets out the arrangements that can be put in place to support staff affected by bereavement.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/bereavement

Unpaid Leave
Staff may request unpaid time off work for a specified period of time for personal or career development opportunities.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/unpaid

Right to Emergency Time off to Care for Dependants
The University recognises that staff may require time off during working hours to deal with an immediate issue or emergency involving a dependant. As such, staff will be granted ‘reasonable’ unpaid time off work to deal with such matters. Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/worklife/leave/other/emergencytimeoff

Section 3
Trade Unions/Professional Associations
The University Court recognises; UCU, UNISON, UNITE, and GMB for collective and local bargaining purposes.

Joint Union Consultative Committee (JUCC)
The Joint Union Consultative Committee is a joint management/union committee that meets three times a year to discuss issues affecting the University.

The management side is represented by the Principal, the Vice Principal for Strategy and Resources, the Director of Human Resources and the Secretary of Court, with provision being made for senior managers to attend when matters affecting their spheres of operation are being considered.

The trade union side comprises representatives of the campus trade unions.

The remit of the Committee is:-

i) a forum for discussion about strategic matters affecting the University

ii) to consider items collectively agreed by the campus unions which are not within the purview of the individual Joint Committees and

iii) to consider optimum means of disseminating information to members of staff

Joint Union Liaison Committee (JULC)
JULC is the Joint Trade Union Liaison Committee comprising representatives of all of the University recognised trade unions. As necessary, discussions and consultation will be held with members of JULC, in relation to campus wide employee relations with the potential to affect members of staff.

Grievance Procedure
The aim of the Grievance Procedure is to settle individual grievances quickly, as near as possible to the source of the grievance and, wherever possible, at the informal stage.

All parties concerned should respect the confidentiality of the proceedings and should act in good faith to seek a successful resolution of the issue.

The University is committed to ensuring that all members of staff who have a grievance should, wherever possible, seek to resolve the grievance by informal means, with their immediate supervisor, to the satisfaction of all parties. Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/mgrs-admin/employee/grievance

Disciplinary Procedure
The University disciplinary procedure for staff can be found online at: www.glasgow.ac.uk/services/humanresources/staff/mgrs-admin/employee/disciplinary

Code on Public Interest Disclosure (Whistleblowing)
The University values its reputation and is committed to maintaining the highest level of ethical standards. The actions and conduct of staff are key to maintaining these standards. The purpose of the Code is to set out a framework so that staff will feel confident in raising their concerns that standards are not being met. For example, fraud or other illegal activities including acts of bribery. The code allows staff to do so without fear of victimisation, subsequent discrimination or disadvantage.
Capability Procedure

The University is committed to developing and maintaining constructive relations with staff and has procedures that provide a framework for dealing with situations where a member of staff’s sickness absence, or a medical condition renders them incapable of satisfactorily carrying out their duties.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/health/capability

Competency Procedure

The University recognises that instances may arise where line managers may be concerned about the performance of a member of staff. Such cases need to be addressed through an agreed process in which the issues are identified and an appropriate improvement plan agreed. The specific objectives of this procedure are:

- to ensure that a fair and formal procedure is adopted where there are managerial concerns regarding the performance of a member of staff
- to ensure that members of staff experiencing performance difficulties are supported and managed appropriately recognising that the University has separate arrangements for dealing with discipline and capability matters relating to sickness absence
- to ensure that staff are adequately supervised and are given appropriate counselling, development and support

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/competency

Alcohol, Drug & Substance Misuse Policy & Procedure

Members of staff must arrive at work free from the effects of alcohol, drugs or substances. The consumption of alcohol or misuse of drugs or substances is forbidden during working hours.

The University wishes to foster and support a healthy and efficient working environment, through a supportive and rehabilitative approach towards issues relating to alcohol, drugs and/or substance abuse.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/health/alcohol

Section 4

Pay Performance & Career Development

Job Family Approach Grades 1 to 9

In partnership with the local representatives of the recognised trade unions, the University applies a job family approach to job evaluation/matching, using role profiles, when determining an appropriate grade for each role. The table below illustrates the job family/grade framework that applies across the University.

<table>
<thead>
<tr>
<th>Job Families</th>
<th>Research &amp; Teaching</th>
<th>Management, Professional &amp; Administrative</th>
<th>Technical &amp; Related</th>
<th>Operational</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The University, as a member of the Universities & Colleges Employers Association (UCEA), applies a fifty-two point salary spine originally determined by national agreement. The University and recognised trade unions have agreed the salary levels applicable to all grades up to and including grade 9.

Further information on the salary scales can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/payinggrading/salaryscales

Salaries are paid monthly in arrears by bank transfer and are normally paid on the last banking day of the month. Staff may access and download their salary advice using HR Self Service.

New staff are normally appointed to the bottom salary point of the relevant grade. Subject to satisfactory performance, staff will receive an annual increment until they reach the top of the salary scale for their grade (outwith the contribution zone). Increments will be awarded on the anniversary of the appointment to the position that is currently held.
**Professorial Staff**

The University applies a zone based pay and reward structure for staff appointed at this level.

There are four broadly defined zone descriptors specifically developed for each College. These are critical in ensuring that consistent and robust standards are applied within and across Colleges in the recruitment, progression and promotion of professorial staff. The zone descriptors provide an efficient and effective framework for matching individual professorial posts into the appropriate zone within the pay and reward structure. These descriptors outline the expectations in relation to career and development progression, and are also available to support effective performance and development review discussions.

College descriptors describe the profile of each zone under seven areas of academic activity – Research & Scholarship – Outputs, Award Generation & Supervision; Knowledge Exchange & Impact; Learning & Teaching; Leadership & Management and Esteem.

Further information on College zone descriptors can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/zonebasedpay

---

**Senior Administrative Staff**

Staff appointed at senior administrative (grade 10) are placed within the relevant band as determined by the job description applicable to the post, largely on the basis of job size, through the University’s job evaluation process or an associated job matching process of comparative unique roles of a similar job size within the University.

---

**Performance & Development Review**

The University is committed to recruiting, developing and retaining skilled, experienced and high-performing staff. The annual performance & development review (P&DR) provides the means for staff and managers to agree objectives to facilitate and support excellent performance and to agree future development needs. The annual process provides the opportunity to identify and value individual achievement and contribution, promoting clarity and understanding of individual roles aligned with the University’s strategic plan in the overall achievement of strategic goals and objectives.

P&DR enables staff to review objectives over the preceding year, to receive feedback on their performance and contribution over the year, to set objectives for the forthcoming year and identify any learning and development required to support the achievement of objectives.

Each individual’s objectives for the year ahead should be informed by and aligned with School/Research Institute/Service and College plans in order that staff are able to contribute to the ultimate achievement of the University’s goals and ambition.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/p&dr

---

**Recognition & Reward Policy**

The University has a policy that provides for the recognition of high performance and consequent reward of individual and groups of staff who make an exceptional (sustained or one-off) contribution that furthers the aims and objectives of the University, College or School/Research Institute/Service objectives, or meets an exceptional shorter-term operational challenge.

This process provides a coherent and practical approach to the concept of consolidated or one-off payments in order that individual contribution within a role may be recognised and rewarded in a transparent, fair and equitable way.

It is normally expected that the outcome of the annual P&DR will inform the annual recognition and reward process with the award of contribution increments and one-off payments formally considered following a self-application or management recommendation process.

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/promotion/randpolicy

---

**Academic Promotion Policy & Process**

The academic promotion round occurs annually and eligible staff may apply subject to satisfying the relevant criteria. Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/promotion/acadpromo

---

**Regrading Policy for Support Staff**

Support staff employed within the MPA/Operational/Technical & Related job families may submit a regrading application on an ad hoc basis, subject to having been in post for a minimum period of one year, providing there are significant and permanent qualitative changes to the role that justify consideration for regrading. Further information can be found online at: www.glasgow.ac.uk/services/humanresources/staff/all/pay/promotion/regradingpolicy
Section 5
Learning & Development

Staff are encouraged to identify their learning & development needs with their line manager through the annual performance & development review process. The University offers a wide range of learning and development opportunities for staff mostly free of charge; though attendance at training events must be approved by the line manager.

Principal learning providers for staff at the University include:

Staff Development Service (SDS) offer a wide range of courses and other learning resources, which are freely available to staff. In addition, there are taught courses, e-learning opportunities and a range of videos/DVDs and books available for loan.

Details (and access to the online booking system) can be found at www.glasgow.ac.uk/services/humanresources/staffdevelopment

The Learning & Teaching Centre helps implement and develop the University’s Learning & Teaching strategy, and identifies, assesses, and disseminates new developments and good practice to enhance the student learning experience.

Research Strategy & Innovation organises a range of development opportunities for researchers to acquire skills and knowledge for both their current role and their future career.

IT Services offers classroom and online learning for many of the software packages and business applications used by staff on campus.

Health Safety & Wellbeing has e-induction and taught courses on a variety of topics.

Section 6
Equality & Diversity Unit

The University is committed to promoting equality in all its activities and aims to provide a work, learning, research and teaching environment free from discrimination and unfair treatment.

The Equality & Diversity unit works in partnership to promote an integrated approach to equality and diversity across the University, helping ensure the equality priorities embedded within University strategy and objectives are realised.

To ensure equality legislative requirements are identified, managed and fulfilled.

This includes:

- complying with all relevant equality legislation (developing relevant policies, actions plans and updating them accordingly)
- equality impact assessments
- providing advice and guidance
- assisting in resolving complex cases (for staff and students)
- staff development in relation to equality
- producing an annual monitoring report for the University and
- responding on behalf of the University to external consultation on equality matters

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity

Equality & Diversity Policies

To support the aims, the University has a suite of equality and diversity policies of which staff should be aware:

- Equality and Diversity Policy
- Age Equality Policy
- Disability Policy
- Disability Equality Scheme and Action Plan
- Gender Equality Scheme and Action Plan
- Harassment Policy
- Race Equality Policy
- Religion and Belief Equality Policy
- Sexual Orientation Equality Policy

These policies can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity/policy

Employee Responsibility

Staff:

- are responsible for ensuring they treat colleagues, students and visitors to the University with dignity and respect
- are responsible for ensuring they understand the University’s policies and implement them accordingly
- are encouraged to notify their line manager of any equality related matters of which they should be aware (e.g. to book annual leave relating to a religious festival)
- are encouraged to complete the diversity section of the HR system for internal and external monitoring purposes

Further information can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity/monitoring
Section 7

The University provides a range of facilities and services to support staff needs.

Occupational Health Unit

The Occupational Health Unit (OHU) is an advisory service, its role is to provide impartial advice regarding fitness for work to line managers who are responsible for staff and monitoring sickness absence levels. This advice is aimed at assisting staff to regain and retain good health and return to a suitable job as soon as their recovery allows. Where necessary, staff may be referred for OH assessment by the relevant line manager and both parties will subsequently receive a report. Staff may self refer to this service through which they may access confidential OH advice.

Information for line managers and staff can be found online at: www.glasgow.ac.uk/services/occupationalhealthunit

Employee Assistance Programme

The University utilises the services of Positive People Company for counseling facilities for staff. This includes a 24 hour helpline and access to individual counselling sessions. This service is free, confidential and independent of the University. The helpline can be accessed by dialing 0800 282 193. Further information can be found online at: www.glasgow.ac.uk/services/health/counselling

Health Safety & Wellbeing

The Health, Safety and Wellbeing service is committed to ensuring that working within the environment of the University is healthy, safe and beneficial for staff’s overall wellbeing. There are a variety of professional and clinical specialists who can offer staff a range of advice, guidance, training and clinical services in relation to occupational health, safety management and environmental management as they impact on staff and students.

Further information can be found online at: www.glasgow.ac.uk/services/health

University Nursery

The University of Glasgow Nursery is located at 28 Hillhead Street and is run by a professional childcare organisation on behalf of the University. It caters for 74 children (18 aged 6 weeks-2 years, 24 aged 2-3 years and 32 aged 3-5 years) and is open on weekdays from 8am to 6pm throughout the year, apart from public holidays and a two-week period around Christmas and New Year.

The University is not able to guarantee that places will be available for any age group.

The team of qualified and experienced nursery nurses aim for a happy and homely environment where the children’s needs always come first. A varied curriculum gives the children experience of drama, arts and crafts, science, construction, and there is an extensive pre-school programme.

Further information can be found online at: www.glasgow.ac.uk/services/nursery/generalinformation

Human Resources

The Human Resources Service, in partnership and collaboration with colleagues and recognised trade unions, actively supports the strategic objectives of the University. This is achieved by providing strategic leadership and guidance on a range of areas to managers and staff including: policies, recruitment, remuneration & reward, performance & development, equality & diversity, and organisational development.

We provide a responsive and proactive service; are committed to continuous improvement and strive towards excellence in customer service. Our aim is to ensure that the University is an “Employer of Choice”.

If you require further information or would like to feedback your comments about: (a) the level of service that you have experienced, (b) the staff handbook, and (c) our website, please contact your Human Resources team: www.glasgow.ac.uk/services/humanresources/contactus

Additional Support for Staff

Disability Service for Staff

The Disability Service provides a dedicated service for staff and students.

Further information can be found online at: www.glasgow.ac.uk/services/disability

Harassment Advisers Network

Harassment Advisers are members of staff who have volunteered to support colleagues who think there may be bullying and harassment issues. They provide guidance and support to staff through the informal stage of the Harassment Procedure.

Further information on the Harassment Policy can be found online at: www.glasgow.ac.uk/services/humanresources/equalitydiversity/policy/dignityatwork/hvn
LGBT Staff Network
The University of Glasgow Lesbian, Gay, Bisexual & Transgender Staff Network is one of the first in Higher Education in Scotland. It aims to provide a welcoming environment in which LGBT staff can:

• meet regularly for social events (both informal and formal),
• support one another within the institution by providing a space for the safe discussion of LGBT issues,
• inform University policy with respect to LGBT Equality & Diversity, and
• disseminate information about relevant LGBT events within and out with the University.

Further information can be found online at: www.glasgow.ac.uk/services/lgbtstaffnetwork

IT Services
IT Services provide a wide range of services that staff may need. These include: internet and email, managed desktops, IT training, assistive technologies, business applications, IT HelpDesk and much more. It has negotiated deals for the purchase of software and equipment at reduced prices and site licenses for some packages.

Staff will receive a username which is known as a GUID (Glasgow Unique IDentifier). It is very important that staff look after the password that unlocks their GUID as it gives access to a wide range of facilities and privileged sources of information, including HR self-service which contains bank details. Staff should never give their password to anyone either personally or via electronic means including by e-mail and social networking. No member of University staff will ever legitimately ask another staff member for their password by email, over the phone or in person.

In accepting a contract of employment with the University, staff agree to abide by the Policies, Regulations and Guidelines for the use of IT in the University. These are designed to ensure that members of staff and the University remain on the right side of the law and ensures that staff use of IT does not interfere with the work of others and vice versa. It is likely that staff may have to deal with information which is confidential and you should be careful about the machines and devices that are used for this purpose and follow the University Policy and Guidelines in this area.

Further information can be found online at: www.glasgow.ac.uk/it/forstaff

University Library
Library membership is open to all University staff. The Library is located on Hillhead Street, directly opposite the Fraser Building, at the heart of the campus. The staff card is also the Library card and is needed to access into the building. The card should be swiped at the turnstiles and is required to borrow books.

This library is open from 07:15-02:00 every day except Christmas and New Year. Staffed services are available Monday-Friday 09:00-19:55 and weekends from 13:00-16:55 during semester.

Staff can access online services (e-journals, databases, e-books etc.), 24/7, from our website: www.glasgow.ac.uk/services/library
The Library is on Facebook at: www.facebook.com/uofglibrary and Twitter at: twitter.com/#!/uofglibrary

The Welcome Desk at the Library entrance will help staff use the Library. Staff can also email the Library at: library@lib.gla.ac.uk or call them on +44 (0)141 330 6705.

College Support Librarians can help staff with specific information queries in a particular academic discipline & can provide information skills sessions, both online and in person, for students. Find out more by using the Subject Guides link on the Library’s homepage: www.glasgow.ac.uk/services/library

The Maps, Official Publications & Statistics Unit on level seven is where to go for government documents, EU information and maps.

Special Collections enquiry service and reading area for manuscripts, rare books and Glasgow PhD theses is located on level twelve.

Archive Services
Glasgow University Archive Services is a unique learning and corporate heritage resource. It holds the records that document the history of the University and its management, staff and students from its foundation in 1451 to the present day. It is one of the largest collections of historical business records in Europe including much of the archive of Scottish industries such as banking, retail, distilling and shipbuilding.

Further information can be found online at: www.glasgow.ac.uk/services/archives
Hunterian Museum & Gallery

Staff are encouraged to visit the Hunterian Museum and Art Gallery. Founded in 1807, it is Scotland’s oldest public museum service and home to one of the largest collections outside the National Museums. The Hunterian is one of the leading university museums in the UK and its collections have been recognised as a Collection of National Significance for Scotland.

Further information about the collections and The Hunterian can be found at: www.glasgow.ac.uk/hunterian

Careers Service

The Careers Service is situated in the Fraser Building and is able to provide a specialist service to Early Career Research Staff.

Further information can be found online at: www.glasgow.ac.uk/careers

Hospitality Services

Hospitality Services provide a wide range of food and refreshments in outlets across the Gilmorehill campus and at Garscube Estate. The University has been voted one of the most ‘vegan friendly’ in the UK and offers Fairtrade tea and coffee in all its restaurants and cafes. Follow @GlasgowUniFood on Twitter for daily menu updates and special offers. The ‘function delivery service’ can bring food and drink to meetings or conferences.

Details of catering outlets, opening times and sample menus for the delivery service can be found online at: www.glasgow.ac.uk/hospitality

Sport & Recreation

Members of University staff and their partners, family and friends are entitled to exclusive membership at our recently refurbished facilities. Facilities include some of the latest strength and cardio equipment (including treadmills, cross-trainers and spin bikes) with the ability to take part in virtual workouts and log them online.

Memberships offer excellent value for money and are a great deal cheaper than many of the private gyms.

Whether staff are active participants or would like to take their first steps towards a healthier alternative, please feel free to join. As part of the membership: free inductions, online exercise advice, 1-2-1 personal training and over fifty exercise classes per week along with access to excellent facilities are offered.

The two facilities are open seven days a week, from early morning until late at night:

Stevenson Building (77 Oakfield Avenue, Glasgow, G12 8LT)
• six lane, 25m swimming pool, sauna & steam room, strength suite, cardio suite, exercise studio, activity hall, fitness suite, core zone, two squash courts and
• wi-fi enabled social area.

Garscube Sports Complex (West of Scotland Science Park, Maryhill Rd, Glasgow, G20 0SP)
• two all weather synthetic pitches, six grass football/rugby pitches, three tennis courts, a cricket oval, extensive walking and jogging routes, exercise studio, The Justin Langham Fitness Suite, social area and free onsite car parking.

By joining Sport & Recreation, staff have access to exclusive deals with our partners and reduced price treatments at our chiropractic, sports injury and sports massage clinics.

Further information can be found online at: www.glasgow.ac.uk/sport

Car Parking

Parking without permit is not allowed on University property between the hours of 7.30 a.m. and 5.30 p.m. on weekdays. There is an upper limit on the number of parking permits issued each session.

Permit application forms and a statement of current parking regulations with details of the charge, can be found online at: www.glasgow.ac.uk/services/central/trafficandsecurity/parkinginformation

Travel to the University

Advice and information on a range of options for travel to the University including cycling, public transport and car sharing, can be found online at: www.glasgow.ac.uk/services/estates/organisationstructure/estatesadministrationservices/travelplanning/travelmodes

August 2013
Interfaith Chaplaincy

The University actively appreciates the beliefs of those who are members of faith communities and those who choose a belief or value system that is not faith based. The Interfaith Chaplaincy seeks to provide a resource for people whatever religion or belief position they may hold; and to help to inform, create an understanding and celebrate diversity throughout the University community. In addition to the Interfaith Chaplain the University has appointed Honorary Chaplains from across the main faith communities and was the first HEI in the UK to appoint a Humanist to its team of Honorary Chaplains.

Further information can be found online at: www.glasgow.ac.uk/services/chaplaincy/index.html

Section 8

Changes in Personal Data

All personal information supplied is confidential to the University. In the interests of accurate record maintenance, members of staff must advise Human Resources, as soon as possible, of any changes to information previously supplied e.g. title, name, address, e-mail, telephone numbers, qualifications, emergency contacts. Please make these changes directly using the HR self service facility at www.glasgow.ac.uk/services/humanresources
Log into the system using your GUID and password that is used to log on to your work PC. It is important that staff members only make appropriate additions/corrections as these update the University employee record.

Data Protection Act

The University is committed to the principles underlying the Data Protection Act 1998 ["DPA"] and protecting the rights and freedoms of individuals with respect to the processing of their personal data. The University uses personal data for management, administration, and research, but the processing of the personal data must conform to this Policy and the University’s Notification to the Information Commissioner. The University fully recognises the ‘right to access’, under section 7 of the DPA, of an individual to any personal data about themselves and will not restrict access to the personal data unless a statutory exemption applies.

Further information on the University’s Data Protection Policy can be found at: www.glasgow.ac.uk/services/dpdooffice/policiesandprocedures/dpa-policy