UNIVERSITY SERVICES SENIOR MANAGER TOOLKIT
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1. MISSION STATEMENT

Mission: To bring inspiring people together and create a world-class environment for learning and research, empowering staff and students to discover and share knowledge that can change the world.

Our University is one of the world’s great research-intensive universities. Over the last few years we have made great strides in our performance. Our financially sound position means that we have created the exciting opportunity to begin to invest in our estate. This will enable us to embed new technologies, transform the way we work and improve the interaction with each other, our students and our partners.

This strategic plan sets out our ambition to build on our current strong position and become even better.

To be a world-class, world-changing university.

At the plan’s very heart is every one of you: our staff, our inspiring people.

The strategy is about giving you the support, development, infrastructure and environment you need to further the University’s ambition to grow our reputation as:

- A place where the best students, regardless of background, are given an education that prepares them to go into the world and make change happen.
- A place where research that positively impacts on the health, wealth and cultural wellbeing of the world is conducted.
- A place that engages with the city of Glasgow and the global community and ensures that they flourish.

2. ORGANISATION AND MANAGEMENT

2.1 Introduction

University Services encompasses all of the University’s business critical, front-facing, infrastructure and administrative services. University Services is a large organisation which, together with the four Colleges, constitutes the five budgetary units in the University. It has an annual budget of £170 million and employs a total of 2,700 staff (1,600 FTE).

Its commitment is to provide:

- infrastructure that advances the University’s ambitions;
- user-focused services that meet the University’s needs;
- effective support, enabling academic success;
- integrated services that are responsive, transparent, efficient and innovative.
2.2 Committee Structure

2.3 The Court
The Court has the ultimate responsibility for the well-being of the University. In order to carry out this responsibility, the Court has several specialist committees, of which the key ones are the Finance Committee, the Estates Committee, the Audit and Risk Committee and the Human Resources Committee. There are separate committee structures for the academic governance of the University (reporting to the Senate) and relating to the work of the General Council.

The detailed work of the Court is carried out through the Court committees and the Senior Management Group. Court committees have memberships that include members of the Court. The Court reviews the membership of its committees on an annual basis.

2.4 Membership of Court
The membership of Court was originally defined by the Universities (Scotland) Acts 1858-1966, but has subsequently been amended by Ordinances No 182, 188, 201 and 207. The membership totals 25 and is made up of:

- Rector
- Principal
- Chancellor’s Representative
- Representative of Glasgow City Council
- 4 General Council Assessors
- 6 Senate Assessors
- 2 Employee Representatives
- President of the Students Representative Council
- Member of Students Representative Council
- 7 Co-opted Members
2.5 The Senate
The role of the Senate, as set out in the various Universities (Scotland) Acts 1858 – 1966, is to regulate and superintend the teaching and discipline of the University and to promote research. It is, in effect, responsible for the academic governance of the University. Like the Court, it receives regular reports from its committees, most notably the Academic Standards Committee, the Education Planning & Strategy Committee, the Research Planning & Strategy Committee and the Faculties. It sends communications to and receives communications from the Court. The Senate meets five times a year during term-time.

The Senate membership is defined by the Acts and by a number of ordinances. Appointed Professors are automatically members, and there are a number of ex officio members, such as the Vice- Principals, Deans and Heads of associated institutions. Approximately one third of the membership is elected by non-professorial academic staff. A further number of people are invited to attend its meetings – these include Heads of Departments who are not otherwise members, and student observers.

2.6 The General Council
The General Council was established in 1858 by Act of Parliament, and consists of the Chancellor, members of the University Court, all the graduates of the University, and members of the academic staff of the University who have been in post for longer than one year (it is the duty of the Registrar to keep a register of members of the General Council). The General Council meets twice a year under the chairmanship of the Chancellor, when it receives reports from its own committees. The General Council elects the Chancellor, and may take into consideration all questions affecting the well-being and prosperity of the University. It may make representations to the Court on such questions, and the Court is obliged to consider and respond to its representations. In particular, the General Council is consulted during the making of ordinances and resolutions.

2.7 Senior Management Group (SMG)
Out with the Court and Senate committee structures is the Senior Management Group. This is the Principal’s executive management team and it includes all the Vice- Principals, together with the University’s senior administrative officers. The group therefore involves officers whose management responsibilities cover the full range of the University’s academic and support services activities. SMG is not formally a committee of Court, but Court is informed of its business through the Principal’s regular report.

2.8 University Services Leadership Team (USLT)
The University Services Leadership Team (USLT) is the executive management group for University Services and is chaired by the Chief Operating Officer and University Secretary. Membership includes the Deputy Secretary together with the heads of Campus Services, Communications & Public Affairs, Estates & Buildings, Finance, Human Resources, IT Services, Library, Marketing, Recruitment & International, Student Services and Governance & Planning, who lead the development and delivery of University Services strategy, services and operating plans in alignment with University Strategy. USLT meets on a monthly basis.

2.9 Role of Committees
Audit and Risk Committee
Remit: To oversee on behalf of Court the arrangements for external and internal audit of the University’s financial and management systems and of activities and processes related to these systems.
Membership: 6 lay members, of whom two are members of Court.
In attendance: Principal, Chief Operating Officer and University Secretary, Director of Finance, Head of Internal Audit.
**Estates Committee**

**Remit:** Develop and maintain a strategic estates plan for consideration by Court which supports the delivery of the University’s Strategic Plan taking into account resource implication and the importance of environmental sustainability.

In doing this the Estates Committee will:
- Provide the Programme Governance to the overall capital programme and the Director of Estates will ensure that regular performance updates are provided to the Committee
- Provide governance for the development of the master plan and a design guide and colour palette. The master plan will be brought to Estates Committee and only with the approval of the Committee will it then proceed to Court in advance of seeking City Council approval
- Approve the commercial property aspects of projects, including leases, disposals and any acquisitions

The Estates Committee will not have responsibility in relation to design as this is the responsibility of individual project boards, however for all projects valued at £25m or more, the Project Governance Board Convener would, at design stages B and D [B=concept, D=design], bring the design to Estates Committee for information and comment. Responsibility for approving the design would remain with the Project Governance Board.

To develop policies to guide implementation of plans by Estates & Buildings.

**Membership:** 3 lay members, 2 Senate Assessors, Principal, Chief Operating Officer and University Secretary, Senior Vice Principal Director of Estates & Buildings, Director of Finance, Students’ Representative Council (“SRC”) representative.

**In attendance:** Assistant Directors of Estates & Buildings

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**Finance Committee**

**Remit:** To monitor the income and expenditure of the University

To consider financial policies and issues and to make recommendations to Court on:
- the annual revenue and capital budget
- banking, borrowing and lending
- the investment of endowment funds
- other financial matters, always having regard to the importance of financial stability.

To advise Court on the financial implications of policy decisions being considered by Court.

To consider the financial statements of the University and make recommendations to Court thereon.

Having received a report from the Capex Committee:
- to make recommendations to Court on the budget for capital projects
- to decide on all capex proposals involving expenditure of between £500,000 and £25m, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by Estates Committee
- to make recommendations to Court on all capex proposals involving expenditure of £25m or above, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by Estates Committee
- to decide on all requests for capital budget variances of £500,000 or above.

To authorise individual terms of revenue expenditure costing £1m or more.

**Membership:** 4 lay members of Court, 1 external lay member, 2 Senate Assessors, Principal, Director of Finance, President of the SRC

**In attendance:** Chief Operating Officer and University Secretary, Convener of Audit and Risk Committee, Group Financial Controller, Director of Estates & Buildings, Vice-Principal.

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**Health, Safety & Wellbeing Committee**

**Remit:** The Committee is mandated by Section 2(7) of the Health & Safety at Work (etc) Act 1974 and recognised by the Secretary of State under Statutory Instrument 1977 No. 500 Health and Safety – The Safety Representatives and Safety Committees Regulations 1977. It has the role of keeping under
review the measures taken to ensure the effective management of the health and safety of employees, and also that of students, visitors, contractors and other persons who could be affected by the various work activities of the University of Glasgow or could, through their own work activity, adversely affect the health and safety of themselves and/or others.

**Membership:** 3 members appointed by Court, 8 members appointed by JULC, 2 members appointed by SRC, 5 members appointed by management, ex-officio members, Director of Human Resources, Radiation Protection Adviser, Director of Estates & Buildings, Deputy Director Safety & Environmental Protection Services, Occupational Health Manager, Director of Health, Safety & Wellbeing.

**Human Resources Committee**

**Remit:** On behalf of Court, to review the University’s HR Strategy and, through agreed performance indicators, monitor its relevance, implementation and effectiveness.

Ensure that the strategy is consistent with and supports the University’s mission, vision and values.

Monitor compliance with the legal and regulatory framework for HR and ensure the adoption of best practice.

Act as a sounding board for the University’s executive officers and HR function, providing advice, from a breadth of perspectives, on human resource management issues.

Ensure that the University’s senior management demonstrate the importance of HR to the institution by providing support and leadership to its staff.

**Membership:** 2 lay members of Court, 2 external lay members, 3 Senate Assessors, Principal, Chief Operating Officer and University Secretary, Director of Human Resources, 2 Deans, 2 non-academic service directors.

**Nominations Committee**

**Remit:** To make recommendations to Court on the appointment of co-opted lay members, having regard to the skills and experience required.

To make recommendations to Court on the appointment of Court committee members, and on the convenership of Court committees.

To advise Court on any other matter relating to its membership.

**Membership:** Convener of Court, 3 other lay members of Court, Senior Senate Assessor, Principal, Chief Operating Officer and University Secretary, SRC President

**Remuneration Committee**

**Remit:** To formulate the University’s remuneration policy, and to review that policy annually, recommending changes to Court as appropriate.

To determine salaries for members of the Senior Management Group, having regard to:

- their performance in advancing the University’s strategic objectives
- the need to offer salaries that are competitive with those of other major UK universities, as reflected in robust comparative data, and
- the budget approved by Court

In the absence of the Principal, to determine the Principal’s salary.

Annually, to determine the University’s policy on the performance-related reward of professorial and senior administrative staff (all level 10 staff)

To advise Court on the University’s policy on severance arrangements for staff, and, within parameters agreed by Court, to implement that policy, considering, on an individual basis, any severance proposal:

- that departs from the parameters agreed by Court, and/or
- that pertains to for a member of the Senior Management Group

**Membership:** Convener, Principal, 4 external members, including lay members of Court
Organisational Change Governance Group

The Organisational Change Governance Group (formally Court Procedural Review Group) consider proposals on organisational change. It has the authority to instruct management to implement proposals. Alternatively, it might decide not to authorise the proposals, and/or to refer them to Court for discussion.

The OCGG submit an annual report to Court, as well as continuing to keep Court advised about individual proposals as they arise. Current membership of the OCGG is: Ken Brown, Morag Macdonald Simpson, Karen Lury, David Milloy, Duncan Ross and David Duncan.

2.10 College Structure

The College system enables interdisciplinary collaboration while fostering a sense of belonging. We have four colleges, each bringing together the research and teaching expertise of a number of schools and institutes. Every college also has a graduate school.

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
- 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 Medical, Veterinary & Life Sciences.

The College of Social Sciences contains:
- the 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
• graduate school; and
• the Adam Smith Research Foundation: an interdisciplinary research institute.

2.11 **University Strategy 2015 - 2020**
The University’s current strategy is available on the University website at: [http://www.gla.ac.uk/about/strategy/](http://www.gla.ac.uk/about/strategy/)

3. **UNIVERSITY SERVICES**

3.1 **Introduction**
University Services encompasses all of the University’s business critical, front-facing, infrastructure and administrative services. University Services is a large organisation which, together with the four Colleges, constitutes the five budgetary units in the University. It has an annual budget of £170 million and employs a total of 2,700 staff (1,600 FTE). The Chief Operating Officer and University Secretary is the budget holder for University Services.

Its commitment is to provide:
• infrastructure that advances the University’s ambitions;
• user-focused services that meet the University’s needs;
• effective support, enabling academic success;
• integrated services that are responsive, transparent, efficient and innovative.
4. BUSINESS AREAS

4.1 Biological Services

Biological Services is the University Services department established to manage the University’s laboratory animal facilities, provide services to support research carried out by academic staff in the Colleges and to provide Named Veterinary Surgeon services to the University.

Biological Services has its administrative centre on the Garscube campus and operates four modern, conventional rodent and rabbit facilities, 3 on the Gilmorehill (main University) campus and 1 at Garscube, housing animals of defined health status in carefully monitored environments.

Through its veterinary team, Biological Services supplies comprehensive veterinary care to all animals used in University research and teaching, including those accommodated out with Biological Services, such as in the Institute managed facilities for fish, birds, farm animals and Xenopus and the CRUK Beatson Laboratories for Cancer Research which is under separate management. All of these facilities have their own NACWOs. In addition, we provide a courtesy veterinary service to animals in the Zoology Museum and in Chemistry.

Biological Services provides twice yearly accredited training courses for all prospective Home Office licensees in the University and bespoke courses on request.

Dr Colin Macaldowie
DIRECTOR OF BIOLOGICAL SERVICES

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<th>JOINT RESEARCH FACILITY</th>
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<th>CARDIOVASCULAR RESOURCE UNIT</th>
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Cintia Philipon (on Maternity leave) Jean Wilson (Cover)

Assistant Vet
Abigail Brown

Safety & Records Officer
Hugh Shannon

Accounts Coordinator
Mary Norton

Secretary
Barbara Scott
4.2 CAMPUS SERVICES

4.2.1 Central Services
Central Services is a support service to the University on both the Gilmorehill and Garscube campuses comprising Campus Security, Janitorial, University Mailroom, Library Attendants and Hunterian Front of House.

Campus Security
Campus Security deals with traffic management and flow, handles the management of the Parking Permit scheme, the physical security of the campuses, emergency response to properties upon activation of fire alarms with a view not only to contain the scene but to deal with any required evacuation of disabled persons. Management can also give advice to Colleges/Schools regarding threat and risk assessment. The unit is managed through a security gatehouse on each of the two Campuses which also acts in support of out of hours call out from key holder lists.

Janitorial
Janitorial section provides support to 36 buildings within the Gilmorehill Campus and to a lesser extent on the Garscube Campus. In conjunction with the University Mailroom, they facilitate the delivery and collection of all mail across the Campuses. Support and assistance at functions, seminars etc. is permanently requested as well as setting up lecture theatres, class rooms and exam halls. They also facilitate the smooth running of Graduations in conjunction with Registry. Customer support to all staff, students and visitors is integral to all they do.

Mailroom
The University operates its own in-house mail service with all the required technology via the Central Mailroom. Mail is transported on foot and by vehicle on a distribution network around the University with janitorial staff processing final delivery and collection. Circa 30,000 items per month are received and a similar number outgoing.

Library Attendants
A team of Central Services Library Attendants are permanently based in the Main Library and provide operational support for 19 hours per day, 7 days a week. They provide the security for the building with over 2,500 student places and over 800 computers and also facilitate the incoming and outgoing mail service.

Hunterian Front of House
A team of Central Services Front of House staff are embedded within the Hunterian service and provide security, operational support to the Museum and Art Gallery as well as tour guides to primarily the Mackintosh House.
4.2.2 Cleaning Services
Mission Statement: To support the University in its vision to deliver excellent research, provide an excellent student experience and extend its global reach and reputation by providing a professional, high quality, responsive cleaning service.

4.2.3 Conference & Visitor Services Office
The Conferences and Events Office provides a one-stop service for coordinating elements such as venue selection, catering and audio visual hire through to advising on discounts available and managing the full delegate registration.

Conference/Event Facilities
- Venues – Conferences & Events has a large selection of facilities available to let to conference and event organisers. Although most of these facilities are only available during the vacation time, a small selection of these venues are available year round
- Support Services – Conferences & Events aims to offer a complete one-stop service for conference and event organisers. We will organise services from all other University service providers and some external services
- Delegate Registration Service – for University colleagues organising a conference or event.
- External Venues – these venues can be booked through Conferences & Events when there is no internal venue available

Accommodation
- Residences – available during the summer vacation period, Conferences & Events is responsible for the sales and marketing of four residences (Wolfson, Kelvinhaugh, Murano & Queen Margaret)

Filming
- Identifying suitable venues to suit scripts for films, dramas, documentaries and photo shoots
- Managing the core users and services
- Arranging liaisons with key University services to identify potential risks (eg. Safety and Environment Protection Services)
- Supervising the filming process to ensure sound professional judgements on all decisions to reduce financial risk, health and safety risk and other related compliance and governance matters and protect the University’s reputation

4.2.4 Hospitality Services
Hospitality Services is committed to enhancing the customer experience by providing a range of food offers and services to meet the needs of students, staff and visitors across the University Campuses.

4.2.5 Accommodation Services
Accommodation Services aims to provide a welcome and supportive environment for all students in University accommodation. We will actively support students in academic achievement and create a positive and inclusive environment where mutual respect and contribution will be encouraged in accommodation which is cost effective, legislatively compliant and comprising a range of options.

There are approximately 3400 bed spaces in University owned accommodation. These range from standard shared bedrooms to premium ensuite in a combination of 9 self-catering sites and 1 catered. During office hours, University staff are responsible for the operation of 4 sites with Sanctuary Students responsible for the others. Out with office hours there is a vast team of trained University live in ‘Living Support’ staff, managed by Wardens who also live on site who support Accommodation Services and work with students in creating an environment which is inclusive, positive and supportive.
Out with the academic year, in addition to our twelve month contract students, we play host to Summer Schools, Conference delegates and other visitors to Glasgow and refurbish properties to ensure students in the new academic year are able to be offered accommodation which is cost effective and compliant.

4.2.6 Transport Services
Transport Services’ principle function is to provide the University with a professional comprehensive, cost effective transport facility, covering every aspect of service, from the movement of personnel and resources, to vehicle procurement/disposal, service/maintenance.

Transport Services is responsible for the purchase, disposal, maintenance, repair, road fund licence and full legal compliance of all University owned vehicles and ancillary equipment.

The Department provides chauffeur/drivers for the multitude of routine daily duties, such as mail delivery, transport of VIPs, senior staff and students engaged on university business.

Primary Objectives:
- To provide transport/drivers for the safe efficient movement of people, resources and equipment engaged on university business
- To procure an optimum fleet of vehicles at economic cost
- To maintain the vehicle fleet, so as to ensure its optimum effective working life, whilst complying with all required safety standards and other legislation
- To provide advice, and where possible practical help on all transport related matters
- To be cognisant of, and promote awareness of environmental issues relative to motor transport

4.3 CENSIS
CENSIS is the industry-led Innovation Centre for the economically important and highly diverse domain of Sensor and Imaging Systems (SIS) and their applications. CENSIS technologies are spearheading developments in a whole host of markets – from aerospace to healthcare – including several perhaps not traditionally associated with sensor systems.

CENSIS aims to change and simplify the way industry and academia work together, increasing industry-academic research coupling and ultimately commercial R&D intensity.

CENSIS can:
- Source expertise and resources to help tackle technology challenges, defined and directed by company needs
- Co-fund feasibility studies and help leverage additional funds for larger projects
- Help position a vision in context with commercial supply chains, the emerging technology development landscape and with cross-sectoral trends and state of the art offerings
- Provide an in-house resource to projects via our own commercially experienced team of engineers and project managers, ensuring projects are delivered on time, within spec and on budget.

For more information visit [http://censis.org.uk/](http://censis.org.uk/)
4.4 Development & Alumni

Development and Alumni Services manages the University’s philanthropic fundraising; is responsible for all communications with the alumni body, and manages the General Council database of alumni and graduates of the University.

The Service helps to deliver the University’s strategic plan by:

- providing engagement with alumni in support of a range of initiatives from career mentoring and student recruitment to profile raising and enhancing the student experience;
- providing philanthropic resources for facilities, scholarships, research programmes and student support.

The Service has four teams: Alumni Engagement; Campaign, Strategy and Planning; International Development; UK Development.

For more information visit [http://www.gla.ac.uk/about/supportus/contact/](http://www.gla.ac.uk/about/supportus/contact/)

4.5 Estates & Buildings

The Estates Department delivers a portfolio of strategic and operational services to support the learning, teaching and research aims of the University and which ensure the campus operates within the legislative framework.

The Department is responsible for managing, maintaining and developing campus infrastructure, buildings and land holdings which comprises approximately 400,000 square meters in over 336 individual land and property assets, all of which play a significant role in daily campus life and which impact on our campus community.
4.6 Finance Office

4.7 GOVERNANCE AND PLANNING

4.7.1 Centre for Open Studies
The Centre for Open Studies offers a broad range of part-time short courses with a variety of activities throughout the year, including a summer programme and public lectures. All courses delivered by the Centre are SCQF level 7 or above and the credit bearing courses can contribute towards Certificates and Diplomas of Higher Education. With over 300 courses to choose from, including day events, short courses and credit bearing courses, there is something for everyone. The strategic goal of the Centre is to deliver a thriving programme which is accessible, sustainable and offers routes for progression.
4.7.2 Court Office
The Court Office provides support for the work of the Court (the University’s governing body) and its Committees. In addition, it provides support to the Chief Operating Officer and University Secretary as Head of University Services, which comprises all of the centrally-based professional service support functions. Chief Operating Officer and University Secretary is responsible for the effective leadership of these services in implementing and supporting the delivery of University Strategy.

4.7.3 Communications & Public Affairs
The Communications and Public Affairs Office (CPA) exists to promote, protect and enhance the reputation of the University of Glasgow.

Located at 1 The Square our small team provides the following services to colleagues across the university:

- Media Relations
- Social Media
- Internal Communications
- Public Relations
- Public Affairs
- Crisis Management

Each of the 4 colleges has a dedicated communications officer who can advise on all aspects of media relations including compiling and issuing news releases, arranging press interviews and placing articles. Training and support in dealing with the media is also provided. We often record video interviews and features for use across multiple channels and we have a small ISDN studio that can be booked for live or pre-recorded radio interviews.

Our social media team run the main university channels (Twitter, Facebook, Instagram, LinkedIn, Snapchat) and works closely with other departments such as MaRIO and DAO and the main student bodies. Internal communications is an important aspect of our work. A weekly campus e news bulletin is issued to all staff and students, campaigns are run on everything from dealing with e-mail to respect at work and the team contributes on many other initiatives, including campus development.

Specialist public affairs and public relations services are also delivered, including stakeholder relationships and government/political engagement at all levels.
We also provide crisis communications advice and support. A member of the team is on call 24/7.

4.7.4 The Confucius Institute
The Confucius Institute at the University of Glasgow is located in the John McIntyre Building, they promote Chinese language and culture.

It was opened by Scotland's former First Minister Alex Salmond in October 2011. It is a partnership with Nankai University in China and supported by Hanban. The overarching aim of the Confucius Institute at the University is to promote an understanding of contemporary China. Its specific goals are to increase the numbers of people in Scotland learning the Chinese language, to organise a wide range of public events, and to work with schools, cultural organisations and businesses to foster engagement with China.

They provide group and private Chinese language classes for different levels, offer long-term and short-term scholarships and summer exchange programmes to study in China, organise cultural events and festivals, they also provide support for schools and encouragement of Chinese language learning, promote research-led understanding by organising lectures, seminars and workshops, and promote business engagement with China.

During the past five years, they have successfully organised many events which include celebrations for traditional Chinese festivals, book festival, film festival, photography exhibitions, art performances and etc. They have also provided volunteer opportunities through the SVSS.

4.7.5 Data Protection and Freedom of Information Office
The Data Protection & Freedom of Information Office is responsible for ensuring the University meets its information management obligations and adheres with information governance legislation, including the Data Protection Act 1998, the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004. This remit is comprised of three interwoven functions:

Information governance
- Provision of guidance and advice on applying and complying with information legislation
- Coordinating institutional responses to Data Protection, Freedom of Information, and Environmental Information Regulation requests
- Development of data sharing agreements for personal and sensitive personal data
- Management and investigation of data breaches
• Institutional contact for both the Information Commissioner’s Office (ICO) and the Scottish Information Commissioner

**Records management**

• Provision of generic and bespoke guidance on maintaining, locating, and storing the University’s administrative and research records, thus limiting risk of non-compliance with information governance legislation

• Creation of bespoke records retention schedules, used to ensure appropriate management of records and information

**Training**

• Delivery of training courses to ensure that staff across the University have an awareness and understanding of their information compliance obligations. This includes:
  o Regular introductory courses on data protection, freedom of information, and records management
  o Bespoke courses tailored to the specific needs of individual Schools, Services, or teams
  o Specific data protection training for researchers engaging with personal data

Further information on the remit, guidance and policies of the DP & FOI Office can be found at [http://www.gla.ac.uk/services/dpfoioffice/](http://www.gla.ac.uk/services/dpfoioffice/)

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**4.7.6 Learning Enhancement and Academic Development Service**

Learning Enhancement and Academic Development Service exists to support and enhance student success across the University of Glasgow by developing effective: learning and teaching practices, people, and institutional responses and strategies.

The Learning Enhancement and Academic Development Service supports and promotes the development of:

• coherent programmes and courses of study to engage students and enhance their learning

• effective and innovative learning and teaching practices of both students and staff, informed by research and scholarship, supported and enhanced by learning technology

• assessment and feedback practices which lead to excellent student learning outcomes

• evidence-based approaches to the enhancement of learning and teaching activities.

The Learning Enhancement and Academic Development Service works across the institution to:

• Support students in transition into, through and out of university

• Encourage students and staff to work effectively in partnership

• Develop, recognise, and embed excellent teaching

• Support student and staff projects to investigate and enhance learning and teaching.
The Learning Enhancement and Academic Development Service will take a lead on:

- Developing and embedding strategic and national priorities in learning and teaching
- Collecting, evaluating and disseminating good practice
- Providing expertise, advice and guidance to inform strategic direction around learning and teaching
- Promoting and enhancing the status of learning and teaching at the University of Glasgow, nationally and internationally.

### 4.7.7 Planning & Business Intelligence

**Mission Statement:** To provide the University with robust information, analysis and insight to help achieve the objectives of the University’s strategic plan.

There are three teams in Planning & Business Intelligence as described below.

**BI Team**

The main aim of the Business Intelligence team is to deliver accurate and timely data, analysis and intelligence from our central Data Warehouse to a range of colleagues including, SMG, School/RI and University Services. This will become our one version of the truth ensuring that informed decisions are made and intelligent analysis is delivered with the aim of helping us be world class and a world changing university.

**Data Quality Team**

The Data Quality Team strives for the highest possible standard for our student-based statutory returns to HESA and SFC. Our ethos is to identify the root cause of poor data quality and put in place permanent solutions in order to improve trust in our data and promote our single version of the truth datasets so that our data and information can be relied upon for decision making in support of our strategic objectives.
Planning & Performance Team
The Planning and Performance team has two key strategic aims:

- Drive strategic planning across all areas of the university through a robust and consistent process, ensuring devolved ownership of strategic KPIs
- Provide insight and intelligence for the University through coordinated and complementary student experience surveys, and provide university level and unit level analysis and insight to league table performance.

4.7.8 The Principal’s Office
The purpose of the Principal’s office is to provide support to the Principal in all his duties and responsibilities both internal and external. This covers activities such as diary management, management of all (paper and e) correspondence, the organisation of briefings and meeting papers, drafting of speeches and presentations. In addition the office clerks and administers the Senior Management Group (monthly), Senior Management Group roundtable meetings (weekly), the Principal’s Advisory Group (monthly) and currently the Finance Committee.

4.7.9 The Office of the Vice-Principals
The Office of the Vice-Principals provides executive and administrative support to the Vice-Principal for Academic and Educational Innovation, The Vice-Principal for Internationalisation, and the Senior Vice-Principal and Deputy Vice-Chancellor.

The Office works closely with the Principal’s Office, the Court Office and other offices of senior University staff to ensure that the three Vice-Principals and other members of senior management are able to use their time as effectively and efficiently as possible. This includes coordinating diaries and arranging meetings, preparing reports, presentations and speeches, and clerking and minuting the committees under the Vice-Principals’ remit.

The Office additionally provides secondary support to a number of other senior figures within the University including the Pro Vice-Principal, the Assistant Vice-Principal for Learning and Teaching and the Director of Finance.

4.7.10 Research, Strategy & Innovation Office
The Research Strategy & Innovation Office (RSIO) is responsible for developing and implementing the University’s research & knowledge exchange strategies and supporting the delivery of the University’s
research, knowledge exchange and commercialisation objectives. RSIO is also responsible for developing research metrics and gathering data to facilitate the measurement of research performance.

4.7.11 Senate Office
The Senate Office oversees the University’s compliance with national and international quality assurance and enhancement requirements and has responsibility for academic governance and its coordination, developing and implementing a range of policies and processes and supporting Senate and University Committees.

The Senate Office provides a range of academic services to staff and students across the University and to a number of external bodies as well as members of the public.

It identifies strongly with the stated values of the University and with the expectations placed on the departments within University Services.

Our website can be found at:

http://www.gla.ac.uk/services/senateoffice/

Our work is broken down into the following areas:
- Student Appeals, Conduct and Complaints
- Ceremonies and Honorary Awards
- Senate and Committees
- Prizes and Scholarships
- Policy, Strategy and Regulations
- Quality Enhancement and Assurance
4.7.12 US Finance

Our purpose
To provide a professional, technically sound and pro-active financial service support to University Services, delivering appropriate challenge and support and responding to the needs of our key stakeholders while ensuring adherence to University policies and procedures and providing appropriate financial governance and control.

Context and Scale
University Services Finance manage an annual budget spend of circa £61m on salaries and £77m non pay and an annual capital spend of £50/60m. In addition the University is planning to spend £450m over the next 10 years on the development of the Campus including the development of the Western site.

Our Team
The University Services Finance Team is made up of 3 main areas:

- Central University Services Finance Team based on Main Campus Gilmorehill – responsible for; strategic financial support, planning, governance, reporting and control for University Services.

- Estates & Buildings Finance Team located at Tay House within the Estates & Buildings division – responsible for; financial support, control and governance of all Estates & Buildings activity including Campus Development (Western Site), campus development all other sites and overall campus maintenance.

- Campus Services Finance Team located in the Fraser Building within the Campus Services division – responsible for; financial support, control, reporting and governance of Campus Services (Residences, Catering, Conferences, Janitorial / Security Services, Cleaning Services and Transport).
In addition to this core financial team we are supported by a wide range of financial administrative support staff that are embedded within the service division.

**Service Delivery**
It is important that we deliver the best financial support service we can to University Services and the wider University community, to do this we aim to:

- Communicate with clarity
- Collaboratively work with others
- Provide excellent customer service
- Embrace change and continuously seek ways to improve performance
- Adopt an analytical approach to problem solving and decision making
- Use initiative and think creatively
- Treat all individuals with respect

4.7.13 US HR
The US HR team provides an effective, knowledgeable and pro-active HR service to University Services, focused on the achievement of departmental and organisational objectives through the effective management and development of people. We aim to achieve this by working closely with managers to understand the key strategic and operational objectives, priorities and drivers for their business, by providing insights into people issues based on data and evidence and by generating creative and pragmatic strategies and solutions. Our approach will be characterised by integrity, professionalism and a shared commitment to the achievement of the University’s vision.
4.8 HEALTH, SAFETY & WELLBEING

Health, Safety & Wellbeing is committed to ensuring that working and studying at the University of Glasgow is as healthy, safe and beneficial for overall wellbeing, and that of the environment, as possible. Health, Safety & Wellbeing includes Occupational Health, Radiation Protection Service, and Safety and Environmental Protection Service.

4.8.1 Occupational Health

The Occupational health Unit works to protect employee’s health whilst at work, assess and advise on ongoing fitness for work and ensure that work related health issues are managed effectively.

4.8.2 Radiation Protection Service

The Radiation Protection Service provides information and guidance on the implementation of Government Legislation and University Policy and advice to all students and staff on safety issues arising from the use of ionising and non-ionising radiation.

4.8.3 Safety and Environmental Protection Service

SEPs role is to assist the University in ensuring that its working practices do not cause harm to people or to the environment. SEPs monitor work activities and provide advice on routes designed to ensure that the University complies with health and safety and environmental legislation. SEPS can also provide specialist advice on fire, biological and chemical safety as well as waste and environmental issues.
4.9 Human Resources

Human Resources - [http://www.gla.ac.uk/services/humanresources/](http://www.gla.ac.uk/services/humanresources/)

People strategy 2016 – 2020 - [http://www.gla.ac.uk/media/media_481292_en.pdf](http://www.gla.ac.uk/media/media_481292_en.pdf)

The HR Service at the University consists of a central function headed up by Christine Barr, HR Director and five devolved HR teams within the four colleges and University Services. The devolved local teams provide HR Business Partner and HR operational support to line managers within their areas of responsibility, and report into the College Secretaries or, in the case of University Services, the Deputy Secretary of Court. HR staff within the devolved HR teams tend to be the first point of contact for most people related matters for line managers and staff beyond appointment.

The central HR team within University Services has overall responsibility for the University’s People Strategy and related management/HR Policies. Working very closely local HR teams the service focuses on three strategic themes - Attracting Talent, Supporting Development and Leading Transformation. The central team comprises five sections.

**Recruitment**

The recruitment team provide an end to end recruitment service to hiring managers, managing the process from the point a vacancy is approved, through advertising, shortlisting and interviewing. The team provides professional advice on search and selection including the use of tests and other selection tools.

**Employee & Organisational Development**

EOD provide advice on all aspects of developing our people. The team works with senior managers and colleagues in HR to develop OD frameworks and deliver appropriate learning and development to support the University Strategy. This includes initiatives such as the Leadership Behavioural Framework, Workforce Planning and support for Early Career Researchers as well as more traditional management and skills training.
**Pay, Performance and Reward**

PPR is responsible for the University’s policy frameworks and processes relating to performance management, career development and reward. The team oversees the annual PDR (Performance Development Review) process and manages Academic Promotion and job grading activities. They have responsibility for developing and monitoring our pay and benefits practice and policies.

**Equality and Diversity Unit**

The EDU is responsible for promoting and embedding all aspects of equality and diversity within the University community. Uniquely within the function this covers student matters as well as staff. The team is heavily involved in supporting our commitment to Athena Swan and similar initiatives as well as taking responsibility for monitoring and publishing a range of equality related data and information.

**HR Systems**

The HR system (Core HR) provides a range of self-service tools to managers and staff. This provides a database for all positions and people feeding business critical processes such as payroll (which is managed by the Finance Service). It also facilitates the booking and recording of leave and sickness absence as well as the workflows underpinning recruitment, the PDR process and the booking and recording of training. The Systems Team is responsible for the management, development and governance of the system and the data and for promoting its use to improve efficiency and decision making processes.

The central HR team is also responsible for managing the University’s positive relationship with the campus trade unions and ensuring appropriate consultation regarding change and HR/Management policy developments takes place. More widely, it plays a key role in promoting positive employee engagement and cultural change working with senior managers, leaders and staff to promote the University values and an enabling culture where all our staff feel empowered, can develop and fulfil their potential to deliver the University Strategy.

4.10 **Hunterian Museum & Art Gallery**

With over 1.5 million objects in its collections, The Hunterian at the University of Glasgow is one of the leading university museums and galleries in the world. The Hunterian belongs to an elite group of university museums that have collected across multiple disciplines for research, teaching and learning. It is recognised as one of Scotland’s greatest cultural assets.

Built on Dr William Hunter’s founding bequest of 1783, The Hunterian’s treasures today include scientific apparatus used by James Watt and Lord Kelvin; monumental sculpture and antiquities from the Antonine Wall; major earth sciences holdings; Scotland’s most important print and numismatic collections; rare ‘first contact’ artefacts from the Pacific Ocean; and extensive collections of European and Scottish art. The Hunterian is also home to the world’s largest permanent display of the work of James McNeill Whistler, the largest single holding of the work of Charles Rennie Mackintosh and The Mackintosh House, the reassembled interiors from his Glasgow home.

The Hunterian collections are a central resource for research and learning in the arts, humanities and natural, physical and medical sciences, attracting scholars and visitors from around the world. The Hunterian is a cultural and scientific asset with national and international reach, supporting the university in delivering excellent research, in providing a world class student experience and a centre for curatorial training, and in reaching out to the global learning community through knowledge and collections exchange and through its digital services.
In addition to its public galleries on the main University campus and its showcase on the Crichton campus in Dumfries, The Hunterian Collections Study Centre has now opened at Kelvin Hall. For the first time, all The Hunterian’s study collections will be under the one roof, giving new opportunities for research, teaching, learning and public engagement. The University has created state of the art research spaces, teaching labs and conservation studios alongside search and seminar rooms, dedicated postgraduate study space and a conference suite. A range of new collection-based postgraduate and lifelong learning programmes now operate from Kelvin Hall.

4.11 IT Services

IT Services brings together the central computing support services in the University. Collectively they constitute a major resource for the support of teaching, research and administration. Information about services for students, staff and visitors can be found here:

http://www.gla.ac.uk/it/

IT Helpdesk

The first point of contact is the IT Helpdesk. It’s important that staff and student customers contact the helpdesk about our services.

http://www.gla.ac.uk/it/helpdesk/

How we are organised

If you are involved in an IT project or service improvement, you may wish to know a bit more about how the IT team are organised internally. A dynamic organisational chart is available by login with GUID here

https://sharepoint.gla.ac.uk/sites/itgovernance/docs/it-org-chart.pdf

This also links through to each team’s responsibilities.

Governance

IT Services work with staff across Colleges and other University Services, though a number of committees, development programmes and work-streams aligned with the IT Strategy and the University strategy.
The Information Policy and Strategy Committee have a governance role and representation from stakeholders across all of the Colleges and University Services.

http://www.gla.ac.uk/it/regulationscommitteesandpolicies/itcommittees/ipsc/

4.12 Library & Collections

The University Library enables first-class learning and research through print, electronic and heritage collections, providing advice, support and training to staff, students and other library users across all campuses.

Our Academic Engagement team work with staff across the Colleges to provide advice and support in relation to our Open Access policy, research data management, Enlighten (the University’s institutional repository) and to ensure first-class resources and training to support teaching and research.

The main library is open from 7.15am-2am -361 days a year with over 3000 study spaces. We also provide resources, advice and support at the Adam Smith Library (Social Sciences), James Herriot Library (Veterinary Science), Chemistry Branch Library, James Ireland Library (Dentistry) and have research collections at Archive Services (13 Thurso Street). We manage the University’s Print Service and the University Photographic Services which includes a nationally renowned digitisation service.

The Library’s unique and distinctive collections are of international significance, global in coverage and date from the first century. They are used to support learning, teaching, research, internationalisation, fundraising and a corporate sense of being. Our Heritage Collection engagement office supports academic and corporate events to tell the story of the University’s world-changing and inspiring people. We also run a public engagement programme with regular exhibitions, talks and other events in its entrance level public spaces.
4.13 Marketing, Recruitment & International Office

The Marketing, Recruitment & International Office is an ambitious service whose mission is to enhance the University’s profile and reputation locally and globally and support the University in achieving its strategic objectives. The service aims to do this through:

- the management of the institutional brand;
- the development of innovative policy and approaches for recruiting and admitting a high quality and diverse student body;
- attracting and promoting research funding opportunities and partnerships; and

The Service directly supports the promotion of research strengths, enhancement of the student experience through international opportunities, and the attraction of world-class partners, academics and scholars. The Service provides first-class strategic marketing, student recruitment, communications and partnerships advice and enabling infrastructure to the University community.
4.14 STUDENT SERVICES

Student Services promote and deliver a well-being and engagement culture that places students (and other service users) at the centre of what we do.

We contribute to a world-class student learning experience, to help develop independent, skilled and highly valued graduates who have the confidence to make positive change in society.
4.14.1 Careers Services (including Student Enterprise)

*Inspiring students to identify their career goals and achieve their full personal, academic & professional potential.*

Careers Service offers everything students need for finding, securing and thinking about employment (including part-time work).

The advice and guidance provided:
- One-to-one support from professionally trained advisers
- Training and coaching in job-hunting techniques
- Help to build CV and job applications
- Access to thousands of potential employers for work experience, internships and jobs
- Links to postgraduate study in the UK and overseas
- Interaction/networking opportunities with our alumni both virtually and in person
- Self employment

Paid work placements:
- The Internship Hub offers structured internships exclusively for our students.
- More than 350 employer members across the globe
- Paid internships of between 8 and 12 weeks
- Students develop skills that are useful when applying for graduate jobs

*Careers’ Fairs*

Various Fairs are run throughout the year:
- Internship Fair
- The Careers Fair 2016
- Sector-specific Fairs
- Engineering and Technology Fair
- Science Fair
- Charities and Volunteering Fair
- Finance Fair

These Fairs attract many organisations offering a variety of work experience and internships.
4.14.2 Counselling & Psychological Services (CaPS)

Supporting students & staff to overcome concerns and difficulties, aid mental health and wellbeing, and to thrive at Glasgow.

Counselling & Psychological Services are a confidential service available to all registered students who are experiencing emotional and psychological issues. They also provide a limited range of services to staff.

The help provided:
- Short-term individual counselling and psychotherapy
- Group counselling
- Cognitive behavioural therapy
- Psychological services
- Daily drop-in service (bookable online)
- Comprehensive information about other sources of help (online)

CaPS provides a Clinical Psychology service to staff referred through Occupational Health and ‘drop-in’ sessions which augment the university Employee Assistance Programme. The Principle Clinical Psychologist also offers training on Mental Health matters to University staff.
4.14.3 Disability Services

Empowering students & staff with disabilities, learning difficulties and medical conditions, to experience in full what the University has to offer.

The Disability Service coordinates support and access within the University for any student who has:
- A disability
- A specific learning difficulty (e.g. dyslexia)
- A sensory impairment
- A chronic medical or mental health condition

Support provisions include:
- Assistance within the Library
- A support worker
- Applications for Disabled Students’ Allowance
- Appropriate examination arrangements, depending upon the needs of the individual student
4.14.4 Interfaith Chaplaincy

Inspiring students and staff to flourish in an inclusive, affirming community whatever religion or belief position they hold.

Chaplaincy is an inclusive and welcoming resource for all students, staff and alumni.

The University Chapel offers a Programme of Services which aim to reflect the life of the University. It also hosts exhibitions, concerts and other events.

The University provides an Interfaith Room which is available to all faith communities for reflection, prayer, meetings and events.

There are chaplains and advisers from the following communities; Buddhist; Christian; Hindu; Humanist; Jewish; Muslim; Sikh.

They are available to speak to any student regardless of their religious viewpoint.

The Catholic Chaplaincy is provided by the Roman Catholic Church.

The Church of Scotland (Presbyterian) provides a Chaplaincy at Wellington Church, located near to the Fraser Building. It also runs a very good programme for international students.

All of the main faith groups have societies which arrange for religious observance and hold meetings.
4.14.5 International Student Support Service (ISS)

Supporting international students and their families to aid welfare & enhance students’ experience while at Glasgow.

ISS help with international student welfare and act as a liaison in these matters with other University services and external organisations.

The advice and support provided to international students and their families:
- Non-academic welfare matters
- Immigration and visa issues
- Financial matters
- Council Tax
- Banking
- Pastoral support

The team also organise:
- International student orientation programmes
- Information workshops on important issues such as:
  - Employment after study
  - Student immigration matters
  - Cultural issues
  - Social gatherings throughout the year
4.14.6  Projects & Communications Team (P&C)

Empowering staff to efficiently manage projects and initiatives & produce excellent communications, enhancing student and staff experience.

The P&C team provides assistance and guidance to Student Services colleagues on:
- Projects and initiatives management
- Event management
- Communications activities

The team’s focus is specifically on cross-cutting activities and projects (Student Services and University-wide) which will enhance the student and staff experience. The team has responsibility for the content in MyGlasgow for Students.

4.14.7  Registry

Enabling a positive student journey by providing effective administrative services from a student’s first steps at the University until graduation.

The Registry is responsible for students’ records and matters such as:
- Registration
- International student visa compliance
- Examinations
- Graduation
- Financial aid

The Student Financial Aid Team provides information, advice and guidance on:
- Funding delays
- Financial difficulty
- Extra funding, budgeting or money management

They administer a range of funds to give limited help to those who experience real financial difficulties once at university.
4.14.8 Sport

Inspirng students & staff to excel in personal, academic and professional fields through engagement in sport and physical activity.

University of Glasgow Sport is responsible for all the facilities and sports programme (health & fitness, recreational and club sport) delivered to our University community. Glasgow University Sports Association (GUSA) is the student public face of Sport at Glasgow and they actively engage and promote our programme across campus to all students.

The sports bursary programme provides our talented athletes access to specialist services to aid their development and help balance academic life with training and competition schedules.

4.14.9 Student Lifecycle Support & Development (SLSD)

Supporting & developing the University student information system to ensure a positive and empowering MyCampus user experience for staff, students and applicants.
The SLSD team is responsible for the maintenance and development of MyCampus. They engage with users throughout the University in relation to all aspects of development and use of the system, seeking continuous improvement.

The team provides support to staff:

- In the use of MyCampus through formal and informal training
- Production of user guidance
- Responding to individual support requests
4.14.10 Student Services Enquiry Team (SSET)

Enhancing the student experience, providing support and access to services throughout the student journey from registration to graduation and beyond.

The SSET is a comprehensive information and enquiry service aiming to assist students with the majority of their enquiries from a single location.

The team provides information on Student Services, as well as guidance and support on a variety of other matters such as examinations, graduation, welfare and pastoral issues, and many more.

Other support provided:
- Guidance of students through registration and enrolment
- Production of academic documents, student ID cards
- Providing guidance and resolution on financial enquiries and information on financial aid options
- Assistance with enquiries on all elements of the student record (MyCampus)
- Providing information on using self-service resources
- Appointment diagnosis and appointment bookings with services
- Understanding and interpreting University systems, policies and procedures
5. **KEY POLICIES AND PROCEDURES**

5.1 **CORE**
The HR Self Service System records and manages data for all employees and non-contracted status people. The HR Self Service Portal allows people access to their personal details and, if applicable, pay details. It is a web supported system and is accessible 24/7. All users of the system have a responsibility to ensure personal data is correct and up to date to comply with Data Protection Legislation.

Further information on Core and Core processes, including submitting manager and staff requests, approving leave requests for your team, and how to input employees absence, are available on the intranet at [http://www.gla.ac.uk/services/humanresources/systems/processnotes/manguides/](http://www.gla.ac.uk/services/humanresources/systems/processnotes/manguides/)

5.2 **P&DR**
Performance Development Review provides the opportunity for all staff and their line manager to reflect upon performance and development in the last year and agree objectives and development plans for the forthcoming year.

The annual cycle for 2015/2016 is:

<table>
<thead>
<tr>
<th>Staff Groups</th>
<th>PDR Cycle</th>
<th>Performance Review &amp; Objective Setting</th>
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</thead>
<tbody>
<tr>
<td>Senior Management Group, University Services Leadership Team, Heads of Schools, Directors of Research Institutes, College Deans &amp; College Secretaries</td>
<td>1 May 2015 - 30 April 2016</td>
<td>May - June 2016</td>
</tr>
<tr>
<td>All Other Staff</td>
<td>1 July 2015 - 30 June 2016</td>
<td>July - September 2016</td>
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More information, tools and resources can be found at [http://www.gla.ac.uk/services/humanresources/all/pay/pdr/](http://www.gla.ac.uk/services/humanresources/all/pay/pdr/)

5.3 **The Glasgow Professional**
The long awaited development of a competence and career development framework for Professional services staff (representing all job families except Research & Teaching) is beginning to come to life, following some under-pinning work conducted by staff from across the University. The first phase of developing the framework will focus on job analysis and work design particularly around fundamental basic competences and behaviours. The resultant competency framework will define the behaviours, skills and knowledge required for job roles, the foundation from which a career development framework will emerge.

Further information will follow in Autumn 2016.

5.4 **Leadership Behavioural Framework**
Effective leadership at Glasgow is essential to achieving our vision of a world-class, world-changing university, as set out in our strategy, ‘Inspiring People, Changing the World.’

The Leadership Behavioural Framework, which was developed after broad consultation with the Glasgow community, describes the leadership behaviours for all university leaders in the delivery of our strategic objectives.
### Inspiring

#### A leader who inspires people:
- communicates, especially listens
- motivates
- encourages
- empowers
- is enthusiastic and positive
- seeks and is open to new ideas

#### Indicative behaviours:
- Encourages an open dialogue by taking the time to listen and respond
- Demonstrates an understanding of what motivates and matters to people through regular conversations and actions
- Builds a culture of trust and commitment
- Encourages and enables colleagues to be creative and take considered and balanced risks
- Demonstrates positivity and enthusiasm in achieving the strategic aims of the University
- Recognises and rewards the contribution of others
- Inspires and encourages contributions from colleagues by demonstrating an open mind and a willingness to consider new ideas

### Influential

#### A leader who engages with others:
- is respectful
- engenders trust and respect amongst team members
- is emotionally intelligent
- influences
- collaborates
- develops staff

#### Indicative behaviours:
- Builds mutually constructive and respectful relationships internally and externally
- Creates and maintains an environment where team members treat each other fairly and with respect
- Demonstrates flexibility, openness and inclusiveness
- Encourages constructive debate
- Appreciates that others may view people and their environment differently and is able to adapt their own approach to achieve a positive outcome
- Takes a collaborative and consultative approach when working with individuals and teams
- Seeks input from others in the decision-making process
- Builds and maintains a broad range of networks that are mutually beneficial to the achievement of tasks/objectives
- Provides opportunities for development to address capability gaps and/or to foster talent and potential

Not controlled when printed
### Credible

**A leader with personal credibility:**
- Leads by example
- Is transparent and honest
- Demonstrates integrity
- Is visible and approachable
- Commits to decisions
- Is accountable

<table>
<thead>
<tr>
<th>Indicative behaviours</th>
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<tbody>
<tr>
<td>Reflects expectations of others in own behaviour</td>
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<tr>
<td>Maintains a highly esteemed academic profile and reputation (academic leaders)</td>
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<tr>
<td>Prioritises the University’s strategic and wider interests when narrower and less impactful courses of action are available (cabinet responsibility)</td>
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<tr>
<td>Acts in a transparent and honest manner at all times</td>
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<tr>
<td>Demonstrates integrity in their personal conduct at all times</td>
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<tr>
<td>Is visible and approachable to colleagues</td>
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<tr>
<td>Commits to decisions, including collective decisions, follows through and accepts personal accountability for actions</td>
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<tr>
<td>Is open to and invites constructive criticism and is willing to admit mistakes</td>
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</table>

### Resolute

**A leader with courage to overcome challenge:**
- Is flexible
- Is resilient
- Finds innovative solutions
- Commits to performance excellence
- Finds an effective balance between consultation and conclusion
- Addresses difficult behaviour

<table>
<thead>
<tr>
<th>Indicative behaviours</th>
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<tbody>
<tr>
<td>Anticipates and adapts to the challenges of a constantly changing environment</td>
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<tr>
<td>Remains resilient in the face of competing demands</td>
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<tr>
<td>Seeks new ways of solving existing and emerging problems and challenges</td>
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<tr>
<td>Explores complex issues through multiple perspectives, such as consulting others, then makes a decision in a timely and appropriate manner</td>
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<tr>
<td>Tackles mediocrity in people and systems, even when it is difficult to do so</td>
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<tr>
<td>Challenges unproductive behaviour, such as bullying, at all levels</td>
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</table>

### Connected

**A leader who connects with global and local communities:**
- Understands the sector
- Plans and delivers strategically, in line with University of Glasgow objectives
- Designs strategy to address future changes
- Advances working and communication across the University

<table>
<thead>
<tr>
<th>Indicative behaviours</th>
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<tbody>
<tr>
<td>Clearly articulates a compelling strategic vision for their area of responsibility and works with others to bring it to life</td>
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<tr>
<td>Aligns activities with University’s strategic ambitions through a close understanding of the internal and external operating environments</td>
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<tr>
<td>Guides future direction by engaging with internal and external stakeholders in order to discern emerging trends</td>
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<tr>
<td>Works with others to build a common vision in which they can achieve their own aspirations</td>
<td></td>
</tr>
<tr>
<td>Actively seeks broad knowledge, co-operation and consensus across different areas of the University</td>
<td></td>
</tr>
</tbody>
</table>

More information, tools, and resources can be found at [www.gla.ac.uk/services/humanresources/employeeandorganisationaldevelopment](http://www.gla.ac.uk/services/humanresources/employeeandorganisationaldevelopment)
5.5 Health & Safety Responsibilities & Training Needs

When it comes to workplace safety, line managers are usually the first line of defence. As a minimum, they should be familiar with the University’s Health, Safety and Wellbeing Policy, any safety arrangements within their School or Service, and what is expected from them with regard to health and safety of both the staff that they manage and others who may be affected by the work undertaken by their staff.

Guidance on how to manage health and safety can be found on the SEPS website: [http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/](http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/)

University policy recommends that a Safety Coordinator be appointed to coordinate the day to day safety functions. In this case, it may be enough for the line manager to merely satisfy themselves that effective health and safety arrangements are in place. This includes ensuring that staff are provided with adequate supervision, information, instruction and training.

However, in departments without an appointed safety coordinator the line manager may be expected to take on some of these safety functions such as undertaking risk assessments, accident investigations and workplace inspections. Further advice, support and guidance can be obtained from the SEPS team and the comprehensive Office Safety Guidance on the SEPS website. [http://www.gla.ac.uk/services/seps/az/officesafety/](http://www.gla.ac.uk/services/seps/az/officesafety/)

**Line Manager Safety Competencies**

- Knows and understands own responsibilities for managing health and safety and ensures that the University’s Health, Safety and Wellbeing Policy is brought to the attention of all employees within their area of control.
- Understands risks associated with the work they are responsible for and what they need to do to control them.
- Knows what they need to do to ensure the competence and capability of employees in their area of responsibility.
- Knows what they need to do to monitor health and safety in their area of responsibility.
- Provides support to employees with long term sickness absence to return to work.

**Areas that may require Health & Safety Input**

1) **Safety Management for Heads of Management Unit**  
   [http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/](http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/)

2) **Develop local health and safety policy**  
   [http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/section1-safetypolicyandarrangements/](http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/section1-safetypolicyandarrangements/)

3) **Induction of new staff**  
   [http://www.gla.ac.uk/services/health/e-inductionoverview/#d.en.153295](http://www.gla.ac.uk/services/health/e-inductionoverview/#d.en.153295)

4) **Risk assessment**  
   [http://www.gla.ac.uk/services/seps/forms/](http://www.gla.ac.uk/services/seps/forms/)

5) **Reporting and investigation of accidents and near misses**  
   [http://www.gla.ac.uk/services/seps/reportanincident/](http://www.gla.ac.uk/services/seps/reportanincident/)
6) Staff training and competence
http://www.gla.ac.uk/services/seps/trainingandresources/
http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/section6-traininginformationandsupervision/

7) Workplace inspections and audits
http://www.gla.ac.uk/services/seps/az/officesafety/
http://www.gla.ac.uk/services/seps/az/auditing/

8) Providing work equipment
http://www.gla.ac.uk/services/seps/az/electricalsafety/
http://www.gla.ac.uk/services/seps/az/computers/
http://www.gla.ac.uk/services/seps/az/liftingequipment/
http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/section5-equipmentmaintenanceandexamination/

9) New and expectant mothers
http://www.gla.ac.uk/services/seps/az/newandexpectantmothers/#d.en.172817

10) Occupational health referrals and health surveillance
http://www.gla.ac.uk/services/occupationalhealthunit/

11) Personal emergency evacuation plans (PEEPS)
http://www.gla.ac.uk/services/seps/az/firesafety/assistedevacuation/#d.en.279378

12) Personal protective clothing (PPE)
http://www.gla.ac.uk/services/seps/az/personalprotectiveequipment/

13) Safety roles and responsibilities
http://www.gla.ac.uk/services/seps/safetymanagementforheadsofmanagementunit/section2-safetyrolesandduties/

Training courses that may be relevant for Line Managers

<table>
<thead>
<tr>
<th>TRAINING AVAILABLE</th>
<th>Outcomes and Competencies</th>
<th>University Guidance</th>
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</thead>
<tbody>
<tr>
<td>IOSH Managing Safely Duration: 4 x days</td>
<td>To enable the appointed Safety Coordinator to implement an effective safety management system and have sufficient knowledge and understanding to be the first point of contact for health and safety. The course covers: Health and safety legislation Hazard recognition Risk assessment Accident investigation Workplace Inspections</td>
<td>It is recommended for local Safety Coordinators or staff members who have safety duties. Supplemental guidance on specific safety topics can also be found on the SEPS website A–Z index.</td>
</tr>
<tr>
<td>Zurich Risk Assessment Course Duration: 1 x day</td>
<td>Covers the fundamental principles of risk assessment Aimed at anyone who has to carry out or review risk assessments.</td>
<td>May be useful for: Safety Coordinator Line manager Post grad students</td>
</tr>
<tr>
<td>Course</td>
<td>Duration</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td>Zurich Workplace Inspection Course</td>
<td>0.5 x day</td>
<td>Aimed at staff who carry out periodic safety inspection of their workplaces.</td>
</tr>
<tr>
<td>Zurich Accident Investigation Course</td>
<td>0.5 x day</td>
<td>Aims to provide: Basic understanding of reporting and investigation of near misses and accidents Investigation procedures Remedial action or control measures</td>
</tr>
<tr>
<td>Health, Safety and Wellbeing Induction</td>
<td>n/a (online)</td>
<td>Gives an overview of the University’s safety management system (SMS) Line managers will find it beneficial as it outlines the health and safety arrangements in place</td>
</tr>
<tr>
<td>Fire Safety online training</td>
<td>n/a (online)</td>
<td>Outlines basic fire prevention and emergency preparedness.</td>
</tr>
<tr>
<td>Safe use of computers DSE Assessments (Moodle presentation)</td>
<td>n/a (online)</td>
<td>Guidance contained in this presentation should equip staff with adequate knowledge to undertake their own DSE Self-Assessment</td>
</tr>
</tbody>
</table>

Booking for training can be made at [http://www.gla.ac.uk/services/seps/trainingandresources/](http://www.gla.ac.uk/services/seps/trainingandresources/)

### 5.6 University Services HR Positioning Statement

**Our purpose**

To provide an effective, knowledgeable and pro-active HR service to University Services, focused on the achievement of departmental and organisational objectives through the effective management and development of people.

**How do we aim to achieve this?**

By working closely with managers to understand the key strategic and operational objectives, priorities and drivers for their business, by providing insights into people issues based on data and evidence and by generating creative and pragmatic strategies and solutions. Our approach will be characterised by integrity, professionalism and a shared commitment to the achievement of the University’s vision.

**You can expect us to:**

**Be personally credible and accountable** - for the delivery of our service, based on an expectation of high standards of competence, skill and knowledge and a confidence that we do what we say we will do.

**Collaborate and cooperate** – with our customers to ensure that positive working relationships are developed and service activities are delivered effectively and on time, with an expectation that collaboration and cooperation will be on a joint basis.

**Be open and seek feedback** – about our service, empathising with our customers and understanding the impact and consequences of our actions on them, based on an expectation that customers will communicate openly about concerns, issues or opportunities relating to the service.
Adopt a positive outlook – demonstrate a friendly, influential and positive “can do” attitude, with a focus on continuously enhancing service delivery and developing management capability around people management.

We aim to work with you in the following areas:

- **Recruitment and selection** – providing advice and guidance on the development of new and replacement role descriptors, job evaluation processes, selection interviewing, appointments, contractual change and leaver processes.
- **Employee relations** – providing advice, guidance and coaching in relation to probationary, performance management, sickness absence and capability, discipline, grievance and dispute resolution issues etc. Advising on the management of investigation processes and, where allegations are serious or complex, jointly conducting investigations.
- **Organisation design and development** – providing support and management information in relation to workforce and business planning issues, supporting the redesign and reorganisation of business areas to enhance organisational and individual capability, providing guidance on change management processes, supporting the employee relations interface relating to restructures to ensure legislative compliance and best practice, taking a pro-active role in redeployment situations etc.
- **Pay and reward** – providing advice and guidance on salary matters, reward and recognition cases, regrading processes and applications, employee benefits etc.
- **The application of HR policies and procedures, terms and conditions of service and legal compliance matters** – providing advice and guidance across the full spectrum of people matters, including contract types, equality and diversity issues, UKVI requirements, contractual entitlements, family friendly issues – maternity/paternity/shared parental leave/adoption/parental leave, flexible working requests etc.
- **The development of HR policies, procedures and frameworks** – to ensure the effective management and development of people, legal compliance and the achievement of departmental and organisational objectives.
- **Employee engagement** – providing advice and guidance on culture and behaviours, communication mechanisms, people plans, staff survey action planning etc. to strengthen the connection between employees and their work and enhance contribution to organisational objectives.
- **Service delivery and information** – to ensure customer focused HR service delivery across the employee lifecycle and the provision of meaningful analytics to enable business improvement.

### 5.7 Insurance

The University has around 30 active insurance policies to cover its staff, students and business activities. Details on the University’s insurance can be found at – [http://www.gla.ac.uk/services/finance/staffsections/insuranceandrisk/](http://www.gla.ac.uk/services/finance/staffsections/insuranceandrisk/)

The key policies that Senior Managers should be aware of include –

- Employer’s Liability
- Public Liability
- Property
- Computer
- Travel
  
  [http://www.gla.ac.uk/services/finance/staffsections/insuranceandrisk/travelinsurance/](http://www.gla.ac.uk/services/finance/staffsections/insuranceandrisk/travelinsurance/)

Information can also be obtained directly from the Insurance Section by contacting –

Ian Thomson (Insurance & Risk Manager) – Ext. 3935
Susan Cruikshank (Insurance Officer) – Ext. 8659
5.8 Key Financial Diary Activities

Month End
The last Friday of every calendar month with final reporting to central finance on working day 5 of the month.

Financial Year End
31 July.

Annual Budget Planning

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Overview</td>
<td>October</td>
</tr>
<tr>
<td>Draft Financial Budgets</td>
<td>October through to end of December</td>
</tr>
<tr>
<td>Strategic Budget Meetings</td>
<td>February and April</td>
</tr>
<tr>
<td>Final University Budget sign off by Court</td>
<td>June</td>
</tr>
</tbody>
</table>

Details of all financial timetables, policies, guidance and key contacts can be found on the Finance pages of the University website [http://www.gla.ac.uk/services/finance/](http://www.gla.ac.uk/services/finance/).

The University financial system is Agresso and information relating to this can be found at [http://www.gla.ac.uk/services/agresso/](http://www.gla.ac.uk/services/agresso/).

5.9 Job Family Profiles

The pay and grading structure at the University uses the job families approach, underpinned by job evaluation. This ensures that those performing work of equal value across the University receive equal pay.

The four job families are:
- Research and Teaching
- Management, Professional and Administrative
- Technical and Related
- Operational

Further details of the job family profiles are available at: [http://www.gla.ac.uk/media/media_166899_en.pdf](http://www.gla.ac.uk/media/media_166899_en.pdf)

6. USEFUL INFORMATION

6.1 Room Bookings

There is an online system in place for booking a room which can be accessed through your myGlasgow account on the University website. From here you are also able to check room availability.

Requests for conference bookings, bookings from external parties, or events open to the general public should be directed to Conferences & Events in the first instance.