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About the University of Glasgow

- 2018 Scottish University of the Year
- 80th in Times Higher Education World University Rankings
- Medical research and teaching ranked among best in the world
- World-changing research

Vision: A world-class, world-changing University

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
Welcome to University Services

The University of Glasgow is one of the greatest universities in the world, and we are delighted that you have joined the team. We very much look forward to working with you. Your experience, knowledge, skills and enthusiasm will help to make Glasgow even better, whatever role you perform.

University Services are focused on supporting front-line academic activities and on enhancing the student experience. We work closely with academic colleagues and also with professional support staff in the Colleges, Schools and Research Institutes.

As an employer, we are committed to supporting you so that you can fulfil your potential and help take Glasgow to the next level. If at any stage you have ideas about things we can do better, please don’t hesitate to contact me or one of my colleagues in Human Resources. If we haven’t already met, I hope we have the chance to do so soon.

I also hope you find working at Glasgow rewarding and inspiring, and that you in turn will help to inspire others.

Welcome aboard!

David Duncan, Chief Operating Officer and University Secretary
About University Services

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

Our commitment is to provide:

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

Our 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.
University Services is made up of the following business areas:

- Finance
- Estates & Commercial Services
- Student & Academic Services
- External Relations
- Research & Innovation
- Information Services
- Human Resources
- Strategy & Planning

& Hunterian Museum & Art Gallery
University Services leadership

Principal & Vice Chancellor

Chief Operating Officer and University Secretary
  - David Duncan

Director of Finance
  - Robert Fraser

Deputy Secretary and Executive Director of Strategy & Planning
  - Dorothy Welch

Executive Director of Human Resources
  - Christine Barr

Executive Director of Information Services
  - Susan Ashworth

Executive Director of External Relations
  - Rachel Sandison

Executive Director of Research & Innovation
  - Mark Mortimer

Director of the Hunterian
  - Steph Scholten

Executive Director of Estates & Commercial Services
  - Ann Allen

Executive Director of Student & Academic Services
  - Robert Partridge
Finance

The Finance Office aims to deliver superior service and support to its large and complex customer base across the University. The primary objective for the Finance Office is to ensure that the University’s financial performance is delivered and sustained, and that the decision-making processes delivers best value across the University.

Robert Fraser, Director of Finance  Gregor Caldow, Group Financial Controller  Fiona Jamieson, PA to Director

Procurement - Josephine Gallagher

The Procurement Office provides professional, qualified procurement expertise, advice and services; for all spend with external suppliers. The Procurement Office supports the University to achieve its strategic vision and its day to day operation by delivering professional procurement solutions to our stakeholders. Our 8 core values are fully embedded in all aspects of our service: Governance; Compliance; Effectiveness and Efficiency; Sustainable Procurement; Risk Management; Stakeholder Engagement; Performance and Brand Professionalism.

Research Support office - Joanne Hulley

The Central Research Support Office (RSO) provides support services relating to research and other projects. The Contracts Team provide a range of services including drafting, reviewing, and negotiating contracts. The Overseas team provide end to end support for EU funded projects – from provision of funding opportunities through to project close. The UK team provide post award financial administration and advice for funding from all UK sources, including billing to customers.

Insurance and risk - Ian Thomson

The Insurance and risk department ensures that: the insurance needs of the University are regularly reviewed and appropriate insurance cover is in place; an effective risk management process is in place and operating across the University; and all claims made against/for the University are managed in an efficient manner.

Treasury, Tax and Reporting - Jacqueline Bett

This section is responsible for ensuring:

- the Financial statements and reporting for the University is accurate, complies with relevant legislation and is produced on an efficient and timely basis
- that the University’s cash position, including investments are appropriately managed
- delivery of expert advice on VAT and Corporation tax to other University departments
• Timely, efficient and accurate submission of VAT and Corporation tax returns
• an appropriate control framework is in place to manage VAT and corporation tax compliance, financial reporting and treasury management

  Finance Systems - John Cummings

The Finance systems team provides expert support, maintenance and development of the University ERP, Agresso. The main responsibilities for the team include:

• System integrity: ensuring system availability for end users; change management processes are robust; appropriate system security is in place; and access controls are robust and appropriately maintained
• Run and maintain activities: management of the Agresso help desk including identification of improvements; and delivery of system training
• Systems development of new functionality to support end users’ needs
• Management of supplier relationship with Unit 4 and appropriate development companies

  Management Accounting - Brenda Massie

The management accounting team are responsible for the following areas: support and management of the annual budget cycle with the Senior VP and Deputy Vice Chancellor; central monitoring and reporting financial performance throughout the year; preparation of short and long term cash flows; annual TRAC and SFC financial returns; and development and production of central financial reports and trends to support decision making.

  Finance Operations - Karen McElveen

Finance Operations are responsible for the majority of the central University financial processing activities. For each of these sections this area is responsible for ensuring processes are clear, operating effectively and efficiently and ensuring an appropriate control framework is in place. Finance operations include the following areas: Cash; Accounts Receivable; Collections; and Accounts Payable

  Payroll and Pensions - Jim Ross

Key responsibilities include ensuring:
• The monthly payroll operates effectively and efficiently, ensuring employees are paid on time and with appropriate deductions taken
• Appropriate payments and filings are made to tax authorities and pension schemes
• UGPS pension payments are made on time and accurately; and pensions trustee meetings are supported by relevant staff
• Staff expenses are subject to audit and paid on time and accurately
• Payroll, pension and expenses policies and processes are maintained, are clear and are effectively communicated to staff
• An appropriate control framework is in place and operating effectively
Estates & Commercial Services

Estates and Commercial Services is focused on providing the “World Changing Campus” described in the University’s Strategy. The University will spend approximately £1bn on the estate by 2025 and the Directorate leads on the campus development and all other matters relating to property, construction, facilities services and commercial services including sport, accommodation and catering. It has responsibility for approximately 300 properties.

Over 950 people are employed in the Directorate. The Directorate is structured into 4 units:

- Construction and Facilities Services (Director: Peter Haggarty)
- Property Development and Investment (Director: Nicola Cameron)
- Strategy, Performance and Transformation (Director: Karen Lee)
- Commercial Services (Director: Robert Garnish)

The services provided by the Directorate include:

**Construction and Facilities Services**

- **Construction and Projects**: Responsible for delivery of all new buildings and major refurbishment of the campus.
- **Facilities Services**: Providing all the services needed to run the campus such as cleaning, maintenance, security, transport, traffic management, mail rooms, and janitorial services. We have over 600 staff involved in making sure that the buildings and the grounds are safe, well lit, clean and warm.
- **Operations**: Responsible for statutory compliance in relation to the estate and for all aspects of the maintenance of our buildings and grounds.

**Property Development and Investment**

Supporting the University on the master-planning of the campus and all property matters ensuring that the University manages all its property effectively; that when investing in the Estate we have properties properly briefed; and that we build what the University really needs. It leads on any property acquisitions, lease negotiations and property disposals as well as all matters relating to town planning and Historic Scotland.
Sustainability and strategic travel

Of significant importance to the University with carbon reduction being one of the University’s secondary KPIs. As well as shaping the policies and procedures relating to sustainability, the Directorate is also proud to host GUEST, the student led sustainability group. The University has a strategic travel plan which encourages active travel and supports the sustainability policy, a team within E&CS shape the policy and manage the process.

Strategy, Performance & Transformation

Space Management and Timetabling: supporting space planning and management across the campus, including responsibility for all centrally-managed spaces and the allocation of rooms for teaching. They conduct annual room surveys, using this information to plan the cyclical refurbishments programme in partnership with students, academic staff and colleagues in other services. The University spends £2m a year upgrading teaching space.

Programme Management Office: responsible for oversight of capital projects, governance and reporting in line with the University’s governance protocols.

Business Services: responsible for communications, administration and business support across the Directorate.

Commercial Services

These are the services which the University runs to support the life and work of everyone on the campus. This includes hospitality, conferencing, retail, sport, student accommodation, print unit and car parking.

Hospitality: operates all the catering outlets across the campus (other than those within the two student union buildings). They also provide hospitality services ranging from dinners in the main historic buildings to the teas and coffees needed for meetings.

Conferences and Events: secure conferences and other commercial uses of our campus, supporting the preparation and management of the event. They are the point of contact in the University for anyone wanting to book location filming and major events.

Retail: runs the University retail outlet in the Gilbert Scott Building which provides a wide range of products for students, staff and visitors.

Sport: is central to the student experience and is a great facility for all staff. In 2015 the University invested heavily in the extension to the Stevenson Building providing an excellent range of equipment for users.

Accommodation Services: is responsible for all the student accommodation provided directly by the University, including managing the applications and allocations process.

Print Unit: provides printing services for all University departments, its wider partners, staff, students and external customers.
Student & Academic Services

The main purpose of the directorate is to ensure that students receive the best possible preparation for their future lives and careers. We do this by:

- supporting all students in their learning, personal and career development, ensuring that they are able to benefit from a vibrant co-curriculum, and that when things go wrong, they are able to access the help and advice to get back on track
- supporting teaching staff in their professional development, enabling them to deliver cutting-edge curricula, using appropriate and innovative pedagogies
- ensuring that the University maintains standards, compliance and enhances quality.
The service employs approximately 400 staff and has an annual operating budget of £9M. It is currently organised into four broad divisions:

**Student Services** is led by Jane Weir

Student Services are responsible for the key administrative and student support functions which enable students to enrol onto, progress through and complete a programme of study at the university. Its services include the administration of MyCampus, operation of the student enquiry service in the Fraser Building, the provision of support to students with disabilities, and mental health conditions, as well as advice and guidance to students on work experience opportunities and future career options.

**The Learning Enhancement and Academic Development Service** is led by Matthew Williamson

Is responsible for supporting and enhancing student success across the University of Glasgow by developing effective learning and teaching practices, effective people, and effective institutional strategies and responses to national and strategic imperatives and initiatives. This division supports students directly through its team of Effective Learning Advisers, Writing Advisers and Maths and Stats Advisers and also leads and supports curriculum development and enhancement, professional development and scholarship for those who teach and support student learning.

**Senate Office and Academic Collaborations Office** are led by Jack Aitken

Senate Office are responsible for ensuring the University maintains its high educational standards and quality of provision that is offered with other partner institutions.

**Study Abroad and Exchange** is led by Celine Reynaud and Colette McGowan.
External Relations

The Directorate is an ambitious and integrated directorate of professionals covering all aspects of external engagement with the University’s key stakeholder groups.

Nine teams make up the Directorate and include:

- Admissions, led by Richenda Brewer
- Development & Alumni Relations, led by Fran Shepherd
- International Recruitment & Partnerships, led by Ian Thomson
- Marketing
  - Marketing Communications, led by Ailie Ferrari
  - Market Intelligence, led by Elizabeth Gray
  - Recruitment Marketing, led by Graeme McDiarmid
- Resource Management, led by Mary Johnston
- Short Courses, led by Stella Heath
- UK/EU Recruitment & Widening Participation, led by Jonathan Jones
External Relations

The mission of the Directorate is to enhance the University’s profile and reputation both locally and globally, and support the University in achieving its strategic objectives through:

- The development of innovative policy and approaches for recruiting and admitting a high quality and diverse student body
- Management of institutional brand and reputation (across web, print and digital)
- Securing philanthropic resources for agreed institutional priorities
- Engaging with all key external stakeholders from prospective students to our alumni community and important influencer audiences
- Attracting and promoting research strengths and institutional partnerships both at home and overseas

For more information about External Relations please visit https://www.gla.ac.uk/myglasgow/externalrelations/aboutus/
Research & Innovation

Research & Innovation Services (R&I) is responsible for implementing the University's research & knowledge exchange strategies and supporting the delivery of the University's research, knowledge exchange and commercialisation objectives.

Through the Research Planning & Strategy Committee and the Deans of Graduate Studies Committee, and working with College and University senior management, the team ensures the University's policy framework enables and supports the University’s research objectives, whilst complying with the requirements of the University’s funders.

The teams in R&I contribute to ensuring that researchers are provided with a supportive environment, in which they are encouraged to meet the highest standards of research integrity. The office is also responsible for developing research metrics and gathering data to facilitate the tracking of research and research-related activities, for leading the commercialisation of intellectual property, and for brokering a wide variety of activities involving knowledge sharing and exchange with external users of the University’s research.

Specific activities conducted by R&I include:

- Co-ordinating the University’s Research Excellence Framework 2021 submission
- Managing the University’s intellectual property portfolio and supporting the activities of Glasgow University Holdings Ltd
- Administering a number of funds and programmes aimed at recruiting the very best researchers to the University and maximising the impact of the University’s research
- Support, training and professional development opportunities for postgraduate researchers and research staff
Information Services

Information Services is comprised of three areas

**Director of Library Services** – Martina McChrystal

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. The Library’s unique and distinctive collections are of international significance, global in coverage and date from the first century.

We work with staff across the Colleges to provide advice and support in relation to open access, 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 and has over 3000 study spaces.

Susan Ashworth,
Executive Director of Information Services
**Director of IT Services** - Mark Johnston

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.

IT Services work with staff across Colleges and other University Services, through 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.

[https://www.gla.ac.uk/myglasgow/it/regulationscommitteesandpolicies/itcommittees/ipsc/](https://www.gla.ac.uk/myglasgow/it/regulationscommitteesandpolicies/itcommittees/ipsc/)

**Director of Business Relationship Management & Engagement** – David Anderson

Business Relationship Management & Engagement brings together the front-line services of the Library and IT Services, including the Library Enquiry Service (library@glasgow.ac.uk) and the IT Helpdesk, which is the first point of contact for staff and students to get support for IT issues ([https://www.gla.ac.uk/myglasgow/it/helpdesk/](https://www.gla.ac.uk/myglasgow/it/helpdesk/))
Human Resources

The Human Resources function across the Campus plays an essential and instrumental role in partnering and supporting senior leaders, managers and staff to maximise their contribution to the delivery of our strategy and successfully operate in a global competitive environment. We aim to attract and retain world leading talent, both staff and student, offering learning, development and career opportunities for all who play a part in achieving our vision. We strive to nurture and facilitate a working environment where all colleagues are equally valued, truly supported and duly recognised for their contribution.

Our Vision
Attract, empower and engage our people, cultivating inspirational leadership to realise our ambitions.

Mission
Provide an excellent client focused service aligned with our strategic objectives that values our people, enabling the realisation of their full potential.

Human Resources can be found by visiting - http://www.gla.ac.uk/services/humanresources/

Human Resources within the University comprises of a Central HR function led by the Executive Director of HR and five locally devolved HR teams within the four Colleges and University Services. The centrally led HR team also within University Services has overall responsibility for the University’s People Strategy and delivering related strategic objectives and development and oversight of HR Policies. Working in partnership with the local HR teams the service focuses on three strategic themes - Attracting Talent, Supporting Development and Leading Transformation. The central team comprises of six sections outlined below.

Human Resources also work in partnership with Campus trade unions to promote positive employee relations and ensure appropriate consultation regarding change management and HR policy developments. More widely, it plays a key role in promoting positive employee engagement and cultural change working with SMG, 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.
**Recruitment** - Martina Cooper (Head of Strategic Recruitment & Talent Acquisition)
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** - Wendy McAnerney (Acting Head of 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.

**Employee Relations** – Richard Claughton, Deputy Director of Human Resources
Policy & Communications offers support to the central HR teams and wider HR function on employee relations, employee engagement and policy development.

**Pay, Performance and Reward** - Lesley Cummings (Head of Pay, Performance & 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** - Mhairi Taylor (Equality & Diversity Manager)
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** - Ann Hastings (HR Operations Manager)
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.
Strategy & Planning

Strategy & Planning is key in supporting the strategic development of the University and developing and protecting its reputation. It encompasses Planning and Business Intelligence; Communications and Public Affairs; Health, Safety and Wellbeing; Biological Services; together with a range of Governance functions including the Principal’s and Vice-Principal’s Offices; the Court Office; Data Protection and Freedom of Information; Complaints; as well as University Services HR and University Services Finance. The Directorate staff work closely with Senior Officers and with staff in all capacities across the whole of the University.

Director of Planning & Business Intelligence – Martin Boyle

Planning & Business Intelligence provides the University with robust information, analysis and insight to help achieve the objectives of the University’s strategic plan.

Director of Communications & Public Affairs – Peter Aitchison

The Communications and Public Affairs Office exists to promote, protect and enhance the reputation of the University of Glasgow. We provide the following services to colleagues across the University: Media Relations; Social Media; Internal Communications; Public Relations and Public Affairs.

Director of Health, Safety & Wellbeing – Selina Woolcott

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

Director of Biological Services – Colin Macaldowie

Biological Services manages the University’s laboratory animal facilities, provides support for research carried out by academic staff in the Colleges and provides Named Veterinary Surgeon services to the University.
The purpose of the **Principal’s Office** is to provide support to the Principal, Professor Anton Muscatelli in all his duties and responsibilities both internal and external.

The **Office of the Vice- Principals** provides executive and administrative support to the University’s thematic Vice-Principals. The World Class Glasgow Team is also located in this service. This team is responsible for the University’s strategic transformation programme, and is led by Chris Green, Chief Transformation Officer.

The role of the **Court Office** is to provide support for the work of the Court and its Committees and for the Chief Operating Officer.

The **Data Protection & Freedom of Information Office** is led by Johanna King. It provides the University with advice, expertise, and training on the implications for the University of the Data Protection Act (DPA), the Privacy & Electronic Communications Regulations (PECR), the Freedom of Information (Scotland) Act (FOISA) and associated legislation.

**Complaints Resolution** - The University is committed to providing an excellent educational experience for our students and high quality services to all other service users of the University. The University has a duty to maintain and enhance the quality of its provision and to provide an effective system for handling complaints.

The **University Services HR** team is led by Claire Williamson; and 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. The **US HR positioning statement** provides further information.

The **University Services Finance** team is led by Alison Gailey. Their purpose is 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 key stakeholders while ensuring adherence to University policies and procedures and providing appropriate financial governance and control.
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 it’s 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.
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

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
- 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 the College of 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 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 Institute of Health & Wellbeing, which works jointly with the College of Medical, Veterinary and Life Sciences.
**Senior Management Group (SMG)** is out with the Court and Senate committee structures. This is the Principal’s executive management team and includes all the Vice- Principals, together with the University’s senior administrative officers. The group 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.

**Professional Services Group (PSG)** is the executive management group for University Services and is chaired by the Chief Operating Officer and University Secretary. Membership includes the Deputy Secretary (who is also the Executive Director of Strategy & Planning) together with the Director of Finance and the Executive Directors of Estates and Commercial Services, Human Resources, Information Services, External Relations, Research and Innovation and Student & Academic Services; who lead the development and delivery of University Services strategy, services and operating plans in alignment with University Strategy. PSG meets on a monthly basis. The Directors of College Professional Services are also members of PSG, as are the Heads of US HR and US Finance.

**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.

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 and 7 Co-opted Members.
The Senate’s role 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-Principal, 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.

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.

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, Deputy Secretary, Director of Finance, Group Financial Controller, 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 & Commercial Services 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 \( [B=\text{concept}, \ D=\text{design}] \), 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:** 4 lay members, 2 Senate Assessors, Principal, Senior Vice Principal, Chief Operating Officer and University Secretary, Director of Estates & Commercial Services, Director of Finance, Students’ Representative Council (“SRC”) representative.

**In attendance:** Assistant Directors of Estates & Commercial Services

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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 & Commercial Services, Vice-Principal.
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 convenorship 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 the salaries of the Principal and other members of 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;
- Annually, to determine the University’s policy on the performance-related reward of professorial and senior administrative staff (all level 10 staff);
- In the absence of the Convener of Court, to make recommendations on the nature and level of any remuneration for the Convener of Court, subject to approval by Court;
- 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
- Pertains to for a member of the Senior Management Group
- To maintain oversight of contracts of employment for senior staff;
- To receive an annual report on expenses incurred by members of the Senior Management Group.
- To seek the views of representatives of students and staff of the institution, including representatives of recognised trade unions, in relation to the remuneration package of the Principal and the senior executive team.

**Membership:** Chair (lay member of Court), 2 other lay members of Court (one of whom will be the Convener of Court), 2 other co-opted members, 1 Staff Representative on Court, SRC President
In attendance: Principal, COO/University Secretary, Director Human Resources

**Student Experience Committee**

**Remit:**
- Develop and oversee implementation of a common strategy, plans and policies for all non-academic aspects of student life at the University.

**Membership:** Chief Operating Officer & University Secretary (Co-chair); 8 representatives of the students: President of Students’ Representative Council (SRC) (Co-chair), Vice President (Student Support) of SRC, Vice President (Student Activities) of SRC, 2 additional representatives of students identified by the SRC, President of Queen Margaret Union, President of Glasgow University Union, Representative from Glasgow University Sports Association. 3 representatives of academic staff: Clerk of Senate, Assistant Vice Principal (Learning and Teaching) and a representative of the Chief Advisers. 4 representatives of professional services: Executive Director of Information Services, Executive Director of Student & Academic Services, Director of Strategy, Performance & Transformation, Head of UK/EU Recruitment and Widening Participation. Secretary of the SRC, Senior Advice & Policy Officer, 2 lay members of Court, Senate Assessor on Court.
**VISION**

A world-class, world-changing university

**VALUES**

PASSIONATE  PROFESSIONAL  PROGRESSIVE

**MISSION**

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

**PEOPLE**

Bring inspiring people together
- SECURE THE BEST STAFF
- ATTRACT OUTSTANDING STUDENTS
- CONNECT WITH THE WORLD THROUGH INTERNATIONALISATION

**PLACE**

Create a world-class environment for learning and research
- DEVELOP AN INSPIRING AND TRANSFORMATIVE CAMPUS
- STREAMLINE OUR POLICIES, PROCESSES AND SYSTEMS
- PROVIDE STAFF AND STUDENTS WITH FIRST-CLASS SUPPORT

**PURPOSE**

Discover and share knowledge that can change the world
- INSPIRE LEARNING WITH OUTSTANDING TEACHING
- LEAD DISCOVERY THROUGH WORLD-CLASS RESEARCH
- CREATE IMPACT FOR SOCIETY AND THE ECONOMY THROUGH INNOVATIVE ENGAGEMENT

**IMPLEMENTATION: LED BY THREE UNIVERSITY WORKING GROUPS**

**EMPOWERING PEOPLE**
PUTTING PEOPLE BEFORE POLICY

**FOCUS**
TARGETING OUR RESOURCES FOR MAXIMUM IMPACT

**AGILITY**
STREAMLINING POLICY AND MINIMISING BUREAUCRACY
The Glasgow Professional

The University’s strategy (Inspiring People—Changing the World 2015-2020) places people at the very heart of its ambition to be a world-class, world-changing University and focuses on transforming the way we work and the way we interact with each other, our students and our partners.

The Glasgow Professional is a philosophy…an ethos…an identity which complements our strategy.

It is a philosophy: defining the principles of what it means to be a professional services member of staff; a philosophy which affirms the way professional services staff demonstrate our core values.

It is an ethos: defining the characteristics which make up our collective attitudes and aspirations. It defines our drive to work together to improve, to innovate, to challenge, to inspire.

It is an identity: shaping how we connect, collaborate and share. It is an identity which garners respect from our peers and which sees our successes and achievements being recognised, valued and celebrated.
the GLASGOW PROFESSIONAL

PASSIONATE
WE PUT PEOPLE AT THE HEART OF WHAT WE DO
- We warmly welcome and support new colleagues
- We respect and value each other, embrace diversity and do not tolerate inappropriate behaviour
- We promote fun at work as it improves our collective wellbeing
- We inspire others through our positive behaviour
- We celebrate and share our successes
WE LEAD THE WAY IN SERVICE DELIVERY
- We deliver an excellent customer experience
- We go above and beyond to help
- We are pro-active and solution-oriented
- We are co-ordinated in our response to customer needs

PROFESSIONAL
WE STRIVE TO ACHIEVE OUR POTENTIAL
- We take responsibility for our own development and career
- We self-pace and self-style our development and career
- We seek opportunities to expand our skillsets
- We support our colleagues to achieve their potential
WE ARE ONE TEAM
- We collaborate and share knowledge and experience to make a difference
- We understand what colleagues do and trust their expertise
- We take pride in our work and recognise excellence when we see it
- We are a well networked community

PROGRESSIVE
WE ARE AGENTS OF CHANGE
- We courageously challenge mediocrity
- We encourage creative, innovative and imaginative solutions
- We are future-focused
- We build on our successes and share best practice
- We learn from our mistakes and embrace continuous improvement
Performance & Development Review

The annual 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.

More information, tools and resources can be found at: https://www.gla.ac.uk/myglasgow/humanresources/all/pay/pdr

Your manager will have your PDR meeting with you between the months of July and September.
Staff Benefits & Opportunities

There are many staff benefits available to you including:

- 31 days pro rata annual leave
- Pensions plus scheme
- Ferguson Bequest—free entry to attractions and ticket draws
- Inspiring Benefits Discount Platform
- Tuition fees for staff—study at UofG
- Cycle to work scheme
- University Clubs & Organisations
- Training Resources
- Inspiring Discounts from Eating out, days out and activities and financial services
- Health & Wellbeing Support—Occupational Health Unit, Staff Counselling Service, Employee Assistance Programme (PAM Assist), Respect Advisers, Disability Service
- Discounted Gym Membership

Further information at: https://www.gla.ac.uk/myglasgow/staff/benefits/
Salary & Job Family Profiles

Salary scales are published on the University website: https://www.gla.ac.uk/myglasgow/humanresources/all/pay/paygrading/salaryscales/

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
FAQs

What training is compulsory as a new member of staff?
Health & Safety e-induction
https://www.gla.ac.uk/myglasgow/health/e-inductionoverview/
Equality & Diversity Essentials
https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/training/e-learning/#/
equalityanddiversityessentials
Information Security & Data Protection
https://www.gla.ac.uk/myglasgow/news/ headline_592760_en.html

How do I use the Core HR System to book annual leave, view payslips and update my information?
Guidance on using the Core HR System is available at:
https://www.gla.ac.uk/myglasgow/humanresources/systems/training/

Who do I contact if I have system access issues with Core HR?
You can contact the HR Systems team by email on hrsystemhelp@glasgow.ac.uk or by phone on extension 6161

When will I get paid?
Salary payments are made on the last working day of the month.

What should I do with my P45 from my previous employer when I receive this?
Please forward your P45 on to our payroll team, who are based at Tay House.

How long is my probation period?
The probation period lasts for a minimum of 6 months. The Managing Probation policy provides further guidance:
https://www.gla.ac.uk/myglasgow/humanresources/mgrs-admin/managingprobation/

Where can I find information about salary scales?
Salary scales can be viewed here: https://www.gla.ac.uk/myglasgow/humanresources/all/pay/paygrading/salaryscales/
I am new to Glasgow, where can I find useful information about the city?
The Scotland Handbook was developed for staff relocating to Scotland—http://fliphtml5.com/bhea/mdby/

Where can I buy my lunch?
On Campus there are several University cafes which offer a selection of hot food, sandwiches and snacks. Further information can be found on the Hospitality Services website. There are also numerous eateries and cafes in the West End of Glasgow.

Where can I find information about travelling to work?
Information on the University’s travel policy, and useful information about public transport and car travel can be viewed here:
- https://www.gla.ac.uk/myglasgow/sustainability/travel/

I started part way through the year, how is my annual leave entitlement calculated?
The annual leave year runs from 1 January - 31 December.

Annual leave is pro-rated to the days worked in the year. For example if you started on 1 February your annual leave is calculated based on you working 334 days in the year (1 February-31 December). If you work full time your annual leave for the year would be calculated as below:

31 days/365 x 334 = 28.36, rounded to 28.5 days. The 3 fixed annual leave days are deducted from your annual leave balance so you would have 25.5 days to take in the calendar year.

Will I receive a performance appraisal with my manager this year as I am new to the University?
You will not receive a performance rating, however your manager should have a meeting with you to agree objectives for the upcoming year.
FAQs

How do I view available training?
Training can be viewed and booked through your PDR portal in your HR Self-Service screen.

How do I claim expenses?
Expenses are claimed through the expenses tab in your employee dashboard in the Core HR System. Guidance on claiming expenses is available here: https://www.gla.ac.uk/media/media_286412_en.pdf

I need to submit a maintenance request to Estates, how do I do this?
A maintenance request is submitted via the website here: https://ebweb.cent.gla.ac.uk/helpdesk/default2.asp

I need to book a room, how do I do this?
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.

How do I find rooms/buildings?
There are maps available of the University buildings here: https://www.gla.ac.uk/explore/maps/
Directions to find rooms can be found here: https://frontdoor.spa.gla.ac.uk/spacett/location/buildingto.m

Where do I get a staff card?
Staff cards can be collected from the Library reception.

Where do I find further information on working at the University?
The University’s staff handbook provides detailed information about working for the University and our terms and conditions. This is held electronically and is available here: https://www.gla.ac.uk/myglasgow/humanresources/handbook/
Manager FAQs

When is the University’s financial year?
The University’s financial year runs from 1 August - 31 July each year.

Where do I find information on the HR policies?
There is an A-Z of HR policies which can be viewed here: https://www.gla.ac.uk/myglasgow/humanresources/a-z/

What systems will I need access to?
You will need access to Core HR for managing your team and Agresso for managing your budget. You may also require access to Qlikview which is an information providing system.

I need to recruit to my team, how do I do this?
You will need to submit a staff request through your manager dashboard in the Core HR System. Guidance for how to do this can be found here: https://www.gla.ac.uk/myglasgow/humanresources/systems/processnotes/manguides/staffreq/

Recruitment & selection training is carried out by the Employee Organisational & Development Team and can be booked via your Core Self-Service. Prior to attending this training you should complete the Equality & Diversity e-learning.

I need to make a contractual change for someone in my team e.g. increase their hours, how do I do this?
You will need to submit a manager request through your manager dashboard in the Core HR System. Guidance on how to do this can be found here: https://www.gla.ac.uk/myglasgow/humanresources/systems/processnotes/manguides/manrequest/
Manager FAQs

What are my responsibilities as a manager with regards to health and safety?
For workplace safety line managers are usually the first line of defence. Managers should be familiar with the University’s Health, Safety and Wellbeing Policy, any safety arrangements within their 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/

Where can I find information on the University’s 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/

As a manager is there compulsory training that I need to complete?
As well as completing the compulsory training for all employees you will need to complete: Managing Diversity e-learning https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/training/e-learning/#/managingdiversity

Where can I find guidance for conducting performance and development reviews (PDRs) with my team?
As well as the Performance & Development Review policy and process there is guidance online on how to prepare and conduct the review meetings: https://www.gla.ac.uk/myglasgow/humanresources/all/pay/pdr/pdr_ref_guide/
And there is also online training modules: https://www.gla.ac.uk/myglasgow/humanresources/all/pay/pdr/guidanceandresources/#/onlinetrainingmodules

Who should I contact if I need HR advice?
The University Services HR team can be contacted by emailing us-hr@glasgow.ac.uk. The appropriate member of the team will respond to your query.
University Jargon

US: University Services
SMG: Senior Management Group
PSG: Professional Services Group
PRG: Policy Review Group
UGPS: University of Glasgow Pension Scheme (previous pension scheme for Grades 1-5)
USS: University Superannuation Scheme (pension scheme Grade 6 and above)
NEST: National Employment Savings Trust (current pension scheme for Grades 1-5)
CoSE: College of Science & Engineering
MVLS: Medical, Veterinary & Life Sciences
SocSci: Social Sciences
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.
The University Services HR team aim to work with you in the following areas:

- **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.

- **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.

- **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.
This handbook has been developed by Karen Clifford, Human Resources Assistant (University Services). If you have any feedback regarding this document please email us-hr@glasgow.ac.uk