

Board of Management

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Primary Contact	P Little/J Gribben
Date of production	August 2021
Action	For Noting

1. Recommendations

To note the Hybrid Working Toolkit.



Hybrid Working Toolkit

A Guide to Good Practice in
Implementing Hybrid Working Arrangements

INTRODUCTION

On 17 March 2020, our College pivoted overnight from face-to-face to remote delivery and over 23,000 learners and 1400 staff went online. City of Glasgow College colleagues adapted quickly and impressively to imposed remote working arrangements. We all quickly gained new skills during this time which allowed us to work from home, including planning and prioritising our own workload, working collaboratively online, and teaching in virtual environments. City of Glasgow College supported and enabled this transition to remote working with the introduction of new technologies which allowed people to meet and teach in a virtual way.

The new skills gained by colleagues, together with the new technology that has been introduced provides City of Glasgow College with a unique once-in-a-lifetime opportunity to empower colleagues and line managers to take more ownership over the working day in ways that haven't been possible before, through the introduction of hybrid working.

As we move into this new way of working it's vital that we always prioritise the needs of our teams and our students, supporting the acceleration of the delivery of our strategy. Hybrid working options are made available on the understanding that they work around our business needs.

It should be noted that not every role will be suitable for hybrid working and approval of informal hybrid working requests are subject to operational requirements. If your job is completely connected to on campus activity, or your customer requires you to be there in person, then it is likely you will have to be on campus most, or all, of the time.

Hybrid working is new to everyone and as a college we are still learning. It is important we learn from this together and work hard to make hybrid working flourish rather than flounder.

Having consulted extensively with the College Community, it is clear that post-pandemic we want to take advantage of the enhancements that new models of working have to offer.

This toolkit for colleagues and managers provides information on:

- Hybrid working guidance for managers & colleagues
- Our research & collaborative working on designing the guidance
- The guiding principles
- Top tips for hybrid working
- Hybrid working - next steps



“

It's time to embrace a once-in-a-lifetime opportunity to reset work using a hybrid model.

”

Professor Lynda Gratton,
London Business School.

WHAT IS HYBRID WORKING?

Hybrid working is a model of working which provides flexibility in terms of working beyond the constraints of the office-based, 9am-5pm, Monday-Friday traditional mode of working. In hybrid working models, employees split their time between working in the office and working at home, and working patterns can be adapted in ways that suit both the **individual** and the **organisation**.

During the pandemic we moved away from the office traditional working into Covid-compliant remote working. We had to adopt quickly and what would have taken years of planning was imposed on the college within a matter of weeks. We now need to embrace those learnings and build our new world of work together - but being mindful that we continue to learn. We won't always get it right first time, but if we work together we can create a new world of work that is based around choice and cross college collaboration.

We know hybrid working is not for everyone - it is a choice and voluntary. If you prefer to work on campus every day, and the restrictions of the pandemic allow, then you will be able to do so.



OFFICE
(TRADITIONAL)



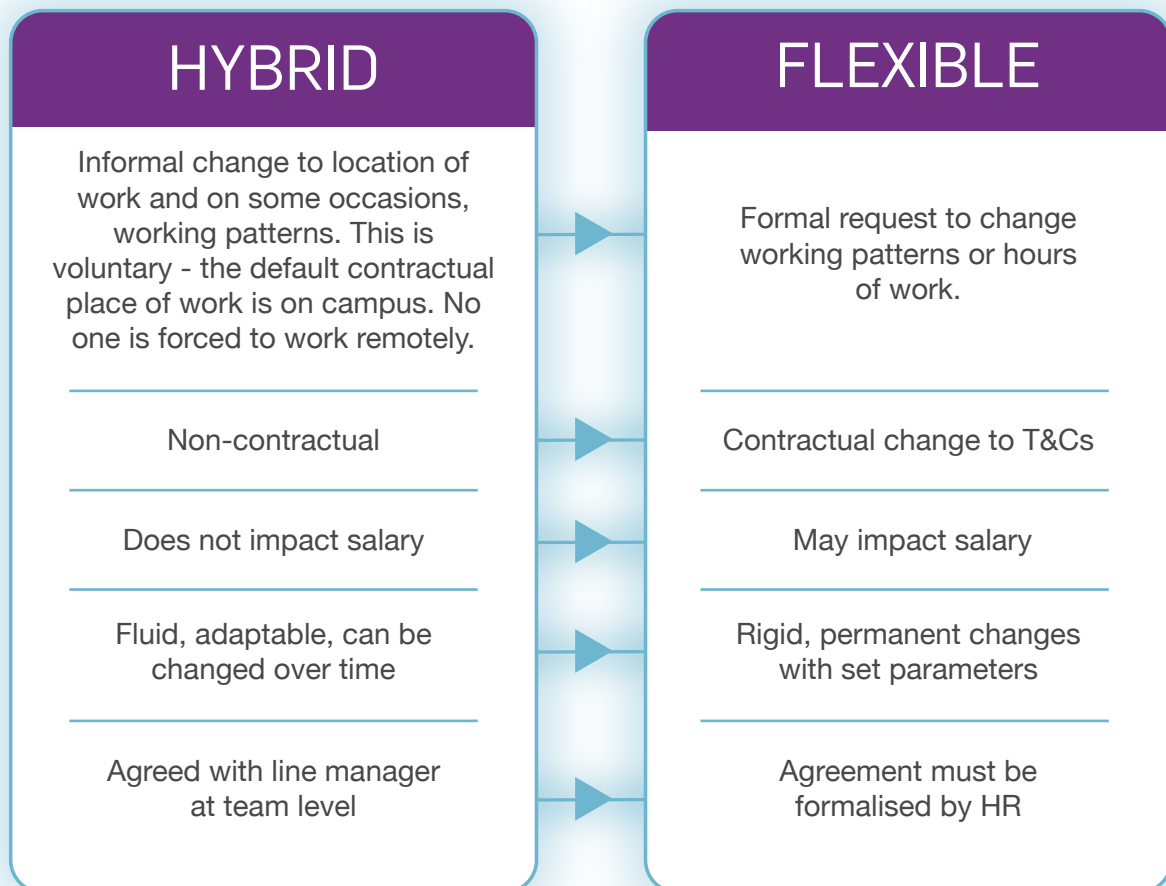
REMOTE
(COVID COMPLIANT)



HYBRID
(CHOICE)

WHAT IS THE DIFFERENCE BETWEEN HYBRID & FLEXIBLE WORKING?

Hybrid working (**voluntary**) does not replace or supersede the Flexible Work (**contractual**) opportunities already in place at City of Glasgow College. Hybrid working and flexible working can be differentiated as follows:



Hybrid working is intended to complement current working patterns. An individual may already have a flexible working agreement in place and still be able to work in a hybrid way.

If you require a degree of flexibility that goes beyond what is described in this hybrid working guidance (for example, you want to reduce or increase the number of hours you are contracted to work) you can still make a flexible working request. Please speak to the [HR department](#) about the [Flexible Working Request Process](#).

OUR RESEARCH AND CROSS COLL

We have used the past 18 months to learn about building our future world of work. During the period of enforced home working, we have gathered insight into how colleagues can work more flexibly and maintain a good work-life balance.

We have undertaken extensive research on best practice in other industry sectors and leading bodies, such as CIPD and Harvard Business Review, and engaged with experts, such as **Gemma Dale**. We have also engaged with other colleges on their best practice.

We have consulted across college to try and capture as much as we can to help support all our staff through these uncertain times and identify the next steps we take for the good of all our staff and students.

We appreciate everyone's contribution - without your feedback we would not have been able to produce this document, which will, of course, continue to evolve as we all learn together.

A STAGGERING

77%

of you asked for a mix of campus and home working.

Hybrid working
RC Survey results -
77% of RC Survey
respondants*

Our collaborative journey

The Transition Questionnaire

In the early days of the pandemic this was designed in collaboration with our trade union colleagues. It was used to gather information to support Health, Safety & Wellbeing and to ask colleagues what they needed to support them with remote working.

The transition questionnaire was also the tool that was used to capture all our staff equipment requests, and it supported us in developing individual risk assessments to help high risk colleagues and in addition we introduced workplace adjustment forms.

We now have a formal equipment request process in place which can be found on [MyConnect](#).

The Principal's Briefing Sessions

We prioritised health and wellbeing at the highest levels of the organisation. The Principal scheduled staff briefings and interactive sessions for all 1500 staff. Over 90% of you indicated at these sessions a preference for hybrid working.

Remote working has shown me the value of my coworkers. It is challenging to work remotely and can be lonely and isolating. I am looking forward to being back in the College working as a team, sharing ideas and building relationships.

Employee feedback -
diboks suggestion box

COLLEGE COLLABORATIVE WORKING

to gather information to date:

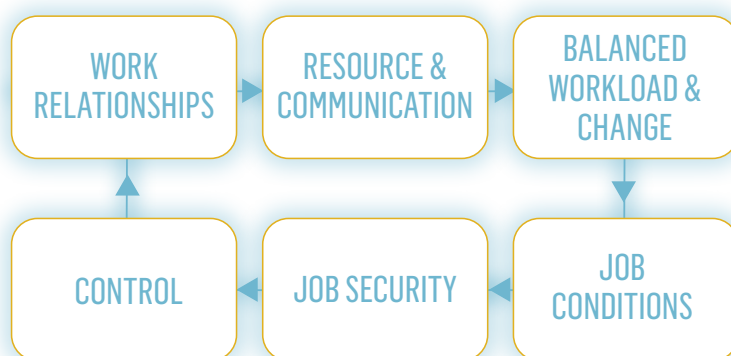
Wellbeing Survey (Robertson Cooper Good Day at Work)

Encouragingly, 70% of colleagues participated in the survey which generated a baseline that will support alignment of future plans, create measures of impact and continually engage action project groups to address key findings.

The survey measured six essential factors, each having potential to cause or alleviate workplace stress.

We also asked you about your preference for hybrid working through an additional question in the wellbeing survey. Your responses will be used to help your teams plan.

SIX ESSENTIAL FACTORS



Engagement with the Trade Unions

The communication with our trade union colleagues has been an essential part of supporting us all on this journey.

Great collaborative working continues through the committee meetings including our Health & Safety committee.

Feedback from Managers using a platform called Howspace

The feedback from our managers has been beneficial in developing our Managers and Staff guides.

This situation has shown the college and its staff for who we are... extremely flexible and dedicated.

We shouldn't fall back into old habits and embrace change through wider collaboration between teams and be confident to experiment with new ideas.

Employee feedback - diboks suggestion box

We understand that many perspectives and preferences we have gathered about future hybrid working are being made from the position of still living and working through a global pandemic. Hybrid working is still a relatively unknown concept, and we should be open to the fact that preferences and attitudes may evolve over time.

Our learning together continues, which is why the guidance in this toolkit is not exhaustive. We will develop an additional platform on MyConnect where we can share real experiences on what other areas are doing and any FAQ's as we go through this journey.

GUIDING PRINCIPLES FOR SUCCESS OF HYBRID WORKING



Hybrid working can offer us additional flexibility on how we undertake our role whilst meeting the needs of our team and those we provide a service to - whether that is students, colleagues or a combination of both.

Our guiding principals have been developed from what we have experienced during the pandemic and have been designed around your feedback. We therefore consider the following guiding principles will be essential to the success of hybrid working at City of Glasgow College:

TRUST We need to focus on the development of mutual trust between managers and team members and between the individuals within the team. Micromanagement and excessive monitoring will destroy trust.

COMMUNICATION is a shared responsibility. It is important you remain visible to colleagues. They can't see you so communicate with each other to help them understand what you are doing and when you need support. Teams can create their own principles around this. This needs to be seen as a shared, team effort.

HEALTH & SAFETY must not be compromised. Safety and security of staff and facilities remain our primary concern. During the period of forced remote working we introduced homeworking DSE assessment for all and new guidance on homeworking was introduced.

On transitioning back to campus we delivered health and safety training on risk assessment, fire safety and evacuation, accident and incident reporting, and health surveillance was also delivered to all staff.

As we move into the next phase of the new world of work, it will be essential to ensure that there is sufficient First Aid, Fire Marshal/Warden and Person In Charge/Duty Manager cover on all working days for both Campuses. Information relating to this will be uploaded to the hybrid working hub.

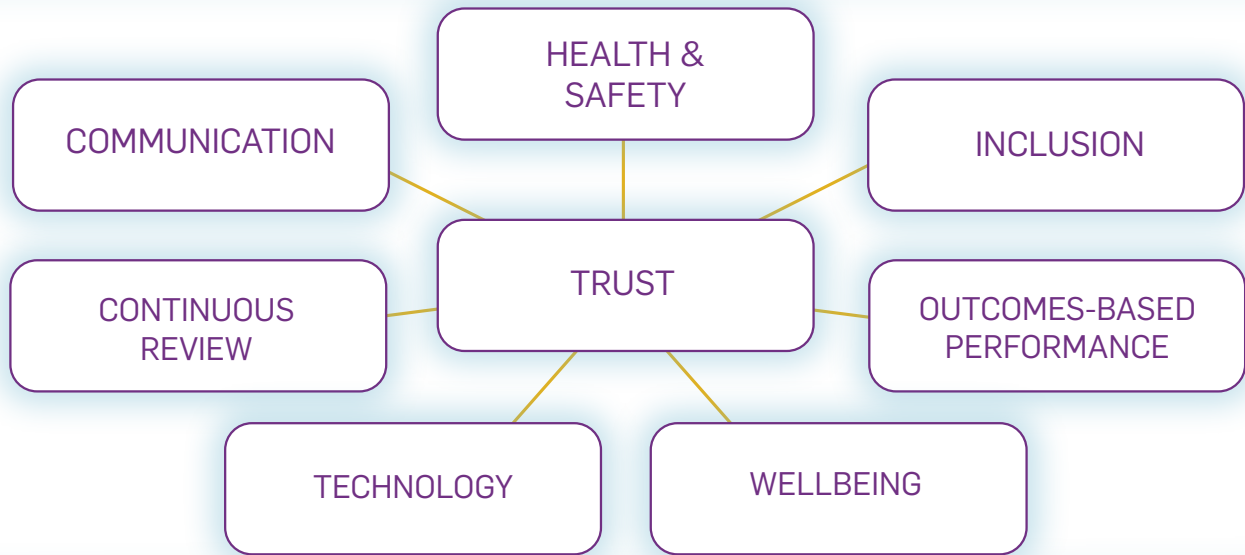
INCLUSION Hybrid working presents the potential for an imbalance between those that are in the office and those that are more remote. It is vital that everyone continues to be engaged in the team regardless of whether they are working from home or from the office.

'Trust and an increased focus on results obtained rather than the set hours spent obtaining them.'*

'Supporting individuals with their individual challenges and being available to everyone. Being honest and transparent about how and why and ensuring the team are part of the decision making processes.'*

'Schedule check-ins. which should be standard throughout each team in the college, communicate, use more technology, establish rules which all have to follow, manage expectations and focus on the outcomes.'*

*Managers' feedback from COGC howspace platform



OUTCOMES-BASED PERFORMANCE Performance isn't always that visible. This view is because we are conflating performance with presence and clear expectations should be set regardless of location. Objectives, timescales for work completion and expected outcomes should be clear. What is good practice about performance hasn't changed - timely conversations, honest feedback, a coaching approach.

WELLBEING This continues to be a top priority - a new wellbeing plan has been developed by our newly recruited Wellbeing Officer, who throughout the pandemic has implemented wellbeing activities and interventions. Key pillars of wellbeing have been covered, working collaboratively with colleagues and recognised trade unions, using multiple data points to drive decisions and to evaluate programmes.

Our Robertson Cooper wellbeing survey will support us in attaining an evidence-based approach for health and wellbeing to learn and prepare for the future.

TECHNOLOGY Our IT department and estates teams have worked hard over the past 18 months to ensure all staff and students have the equipment to work remotely, even delivering the equipment to homes. Our Learning & Teaching Academy have also delivered sessions on Teams and Zoom tools to ensure all staff who were working remotely were upskilled. We continue to monitor this and now have an established process for [equipment requests](#). Your continuous feedback on this next part of our journey is essential for us to develop this further.

CONTINUOUS REVIEW We cannot accurately predict the future from the vantage of the present pandemic. We are still between the old normal and the next thing and preferences and possibilities are still emerging. It is essential we review, evaluate and reflect if we have landed this correctly.

'Moving from a 'time based' culture to an 'output' culture.'*

'Many processes have already been adapted and are working well - we would need to continue to evaluate and reflect on what is working and anything we need to change as we move into more hybrid working and less completely remote working.'*

'Clear expectations for my team and information on how things have been set up for other support areas.'*

*Managers' feedback from COGC howspace platform

TOP TIPS FOR HYBRID WORKING:



Use hybrid working to your advantage - consider using remote working time to work on tasks which require most concentration and focus, and plan to use your time on campus to work collaboratively on projects, connect with others and make use of the college facilities/equipment.



Keep in touch with colleagues - make sure that you are communicating with colleagues from both a social and professional perspective.



Be visible - keep your colleagues up to date with where and when you are working and ensure colleagues are able to reach you if they need to. All colleagues should be contactable within core business hours.



Be clear on your objectives - when working in a hybrid way, it is essential that both you and your line manager fully understand what is expected of you and what your priorities are.



Get organised - when working off-campus, you need to be more self-motivated and manage your priorities differently.



Speak up - and share your experiences - both positive and negative. If current hybrid working arrangements aren't working it is vital that you inform your manager as soon as possible. Hybrid working is new to everyone at City of Glasgow College, and adjustments can be expected in getting the balance right for teams and individuals.



Meetings - Use online communication tools to collaborate and share with others in your team regardless of whether you are on campus or working from home. Set up each meeting with an option to join via Microsoft Teams as standard to ensure everyone can participate.

HYBRID WORKING - NEXT STEPS

There's no single way to do hybrid working. Each organisation, even each team within it, will need an approach that **fits them and their own unique context**.

The solution is not policies and procedures but **co-creation**. Teams working together to determine the answer to the critical question; **what does hybrid mean for us, here and now**.

In order to do this, we need to encourage exploration and reflection everywhere. To invite people managers to **engage with their teams to discuss and decide**. Because we know that when we create something for ourselves, we place a higher value upon it than something we are merely told to do or that is given to us.

Line managers will discuss and agree with individuals and teams, if and how hybrid working can be applied. This should be considered in a **way which enables better work-life balance**, whilst fulfilling the College's expectations of service delivery.

It should be noted that some roles in the College cannot be carried out from anywhere other than the Campuses and therefore are not suitable for hybrid working. We also know that for personal reasons some colleagues **may prefer to be in the office for their full working week**, which will be agreed and supported.

We all need to approach hybrid working with an **open mind** and **work together** to shape the future of work at City of Glasgow College. We will be creating a hybrid working hub on MyConnect which will have tools and resources available to help you (whether you are an employee or a line manager) make hybrid working a success. This will be frequently updated, and we invite you to share best practice examples with colleagues across the college using this platform.

To support these discussions some guidance documents can be found on the following pages:



LINE MANAGER GUIDE

ON SUPPORTING AND ENABLING HYBRID WORKING



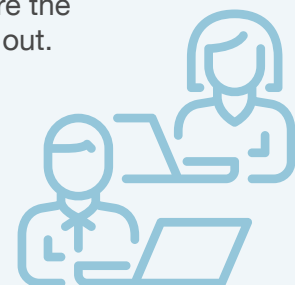
Although many colleagues have worked from home for an extended period during the pandemic, the majority have indicated that post-COVID, many would prefer a balance where they are in the office for some of the week and at home for the remainder, known as hybrid working.

It is likely that some experimentation will be required to determine just what will work in a particular context. Exactly how to implement hybrid working will vary from team to team and roles - these new ways of working should be tailored to the unique needs of the individual, team or department. The role of the line manager will be key to establishing these new ways of working and ensuring that they work in practice.

In particular, managers will be responsible for effective communication and team working within newly hybrid teams. This guidance provides managers with some key tips and ideas for enabling effective hybrid working.

GUIDING PRINCIPLES

1. Short term (during restrictions) - we will trial a 1-2 days minimum transition to onsite working. This will give us experience of what can work longer term when the restrictions ease/post pandemic
2. Longer term from August (post pandemic/restrictions - trial minimum 2-3 days onsite working
3. There will be some job roles unsuitable for hybrid working
4. Permanent home working will not be an option associated with hybrid working
5. Core hours are set usually between the hours of 8am and 6pm
6. Each Faculty & Directorate will agree how this will work in practice for their own area
7. Requests to work in a hybrid way will be informal and reviewed regularly to ensure continuity of service
8. Refer to [The Homeworking Guide](#)
9. Colleagues working in a hybrid way will be expected to follow all Health & Safety guidance issued
10. All Policies & Procedures, including Code of Conduct remain in place regardless of location
11. Performance should be measured from results and outputs
12. Appropriate cover of First Aiders, Person in Charge, Duty Manager will be prioritised before any agreement to remote working
13. Longer term hybrid working is not a contractual change and any remote working days can be altered quickly depending on the needs of the college. The needs of the college will determine where the work is carried out.



DISCUSS HYBRID WORKING WITH INDIVIDUALS AND TEAMS

1. Talk to your team individually about their personal preferences for future working patterns after the pandemic
2. Discuss if they have a suitable space in which to work at home
3. Discuss whether individuals have the necessary equipment or technology to work in a continuously hybrid way after the pandemic
4. Be clear that personal preferences may not always be met and it may not be possible to meet all their expectations
5. Hybrid working is different from flexible working - be clear on this. This is not a contractual change. It will also not become implied terms
6. Discuss: Whether they can meet any policy requirements long term, such as health and safety or data security procedures

DISCUSSING HYBRID WORKING WITH YOUR TEAM TOGETHER

After you have gathered information on individual preferences, consider talking with your team as a group.

1. What worked well for our team whilst working remotely during the pandemic, what can we learn from this?
2. What would hybrid working mean for our team and what would need to be in place for us to work effectively?
3. What are the potential risks or challenges for our team about working in a hybrid way and how can we overcome them?
4. How often does our team need to be in the office and how often can we work remotely?
5. What would be an appropriate balance to ensure that we meet the needs of our students & colleagues?
6. If we work in a hybrid way, how can we ensure that we are inclusive, fair and work with in a healthy way?

ESTABLISHING NEW WAYS OF WORKING

When it is agreed that hybrid working is possible, engage your team in establishing new ways of working. This will help to demonstrate that you are treating everyone with respect, consulting people and being open to other perspectives.

It is likely that people will experience this change in different ways. Some will be excited, others may be anxious or concerned and you will need to show empathy, concern and consideration for all points of view.

Consider the following recommendations:

1. Are there any opportunities to do work in a different way?
2. What work is done best where - how can work best be organised so that individuals get the most out of their remote time?
3. Think about task allocation. Workload and opportunities need to be fairly distributed across your team.
4. It's important to ensure that additional workload does not fall onto those who spend more time in the office, as well as

making sure that opportunities are not disproportionately weighted towards this group too.

5. When considering work organisation, consider how technology can help. It can support effective communication and knowledge sharing, connect people and provide innovative ways to create and collaborate.
6. Be prepared to engage in ongoing conversations with your team and adapt your approach as you learn what works and what does not.
7. You may need to try different methods and approaches to determine what works best for your particular situation.

COMMUNICATION

Communication needs to be more intentional and planned in a hybrid environment, as there might be fewer casual or ad hoc conversations. Exactly how a hybrid team needs to communicate will vary depending on its size and the types of roles being undertaken.

The key principles of good communication:

1. Employees need to have the information that they need, in a timely way, to allow them to successfully undertake their work.
2. Engage the team in a discussion about the best ways to communicate.
 - a. How often does the team need to meet, and for what purpose?
 - b. When should meetings be online, and when should they be face-to-face?
 - c. What other ways are there to communicate other than meetings?
3. Agree a mechanism for sharing who is working where and when.
4. One of the most important factors in communicating with a hybrid team is ensuring that information reaches everyone, wherever and whenever they are working. This will prevent communication issues and feelings of unfairness.

FAIRNESS AND INCLUSION

Hybrid working can support inclusion. However, if not managed properly it can lead to challenges too, including colleagues who are working remotely not being sufficiently included, recognised or having equal employee voice.

To support fairness and inclusion:

1. Hold meetings online by default. When some members of the team are working in the office and some are working remotely, meetings should always be held online.
2. Ensure everyone has an equal voice, wherever or whenever they are working. Be aware that we can tend to default to people that we can see or are in close proximity to - don't forget about homeworkers.
3. Address conflict quickly. It is possible that issues will arise in relation to hybrid work. This could be as a result of miscommunication or perhaps because, as a result of different roles, some colleagues can work remotely and some cannot.
4. There will be some roles that cannot work remotely at all. When deciding who can or cannot work remotely, be clear about your decisions, act consistently and communicate these in an open way. Include Trade Union Consultation.

TIPS FOR MANAGING HYBRID TEAMS

Managing a hybrid team is quite different from managing a team that is either mostly office-based, or mostly remote. It will require a range of new skills and approaches.

Some of these tips and techniques can help you to manage in a hybrid environment:

1. Engage your team in establishing your new ways of working. Agreeing these together will help people feel included and that they have an active voice.
2. Ensure that you have regular 1-2-1 time with your team. This is good practice at any time.
3. When people work from home, they may find it difficult to manage the boundaries between work and home, and some people have a tendency to work longer hours. Check in with your team to ensure they are managing their time.
4. Be clear on objectives with all your team. When people work remotely their performance may be less observable, however, focus on results and outputs as your main measure (trust your team)
5. Build in time for social connection
6. If you are working in a hybrid way yourself, don't forget to be clear with your team about when you are in the office, or when you are working so that your team know how to get in touch with you - and always provide opportunities for colleagues to speak with you one-to-one.

ENABLING WELLBEING

This isn't about asking you to become counsellors or advisors. It's about encouraging you, as managers, to show the caring face of the college by asking people how they are (especially if they appear to be feeling down or anxious) so you can direct them towards appropriate support services, such as the Employee Assistance Programme (PAM Assist) or by referring them for counselling. Give a consistent message that 'wellbeing is a priority.'

The severe but necessary measures put in place to limit the spread of coronavirus have impacted everyone in some way. Encourage colleagues to talk, take part in mindfulness and physical exercise, all of which have been proven to reduce anxiety levels. Listen without judgement and foster a caring culture within your teams.

The first step towards restoring the mental health of your teams is for you to normalise the fact it's okay to feel anxious. Indeed, it would be unnatural not to feel this way, whether the feelings of anxiety are due to pressure to juggle looking after children while working, returning to the campus or having to use public transport to return to work. There are many resources on MyConnect to support the health & wellbeing of your teams.

Encourage anyone who is struggling to call PAM Assist on 0800 882 4102. This is a free and confidential service offering:

- Personal counselling by phone, face to face, email or video
- Referral to expert advice on legal & debt matters
- Information & signposting on many of life's issues via their website
- Support any time of the day or night, 365 days of the year

For guidance on how you can support the mental health of your teams, refer to the guide '[Restoring mental health](#)'. Share the [PAM Assist factsheet](#) and remind your teams regularly that the counselling service is there for them should they need it.

If you would like to discuss individuals in confidence or find out more about the support available, contact our Health & Wellbeing Officer jill.loftus@cityofglasgowcollege.ac.uk.

You are encouraged to use your discretion in agreeing work patterns and arrangements with colleagues and seek support through your relevant HR Advisor, rachel.roy@cityofglasgowcollege.ac.uk or lisa.caulfield@cityofglasgowcollege.ac.uk

STAFF GUIDING PRINCIPLES



Although many colleagues have worked from home for an extended period during the pandemic, the majority have indicated that post-COVID, many would prefer a balance where they are in the office for some of the week and at home for the remainder, known as hybrid working.

Exactly how to implement hybrid working will vary from team to team and roles - these new ways of working will be tailored to the unique needs of your department and your team.

Your manager will be responsible for effective communication within your hybrid teams. This guidance provides you with some information for effective hybrid working.

GUIDING PRINCIPLES

1. Short term (during restrictions) - we will trial a 1-2 days minimum transition to onsite working, offering as much flexibility as we can between now and the beginning of next academic year in August.
2. Longer term from August (post pandemic/restrictions) - trial minimum 2-3 days onsite working
3. Permanent home working will not be an option
4. There will be some job roles unsuitable for hybrid working
5. Each Faculty & Directorate will agree how this will work in practice for their own area
6. Requests to work in a hybrid way will be informal and reviewed regularly to ensure continuity of service
7. Core hours for the college are usually set between 8am and 6pm, agreements between staff and managers for hybrid working will be considered around ensuring these core hours are still maintained and covered within staffs' existing terms and conditions.
8. Short term and longer term hybrid working is not a contractual change and any remote working days can be altered quickly, although should be done so reasonably, depending on the needs of the college. The needs of the college will determine where the work you do is carried out. Speak to your manager if you have concerns of reasonableness.
9. Refer to The Homeworking Guide on MyConnect
10. Colleagues working in a hybrid way will be expected to follow all Health & Safety guidance issued
11. All Policies & Procedures, including Code of Conduct remain in place regardless of your location
12. Your performance will be measured from results and outputs. Managers will be clear on objectives while placing trust in their teams.
13. Appropriate cover of First Aiders, Person in Charge, Duty Manager will be prioritised before any agreement to hybrid working.

HYBRID WORKING DISCUSSIONS WITH YOUR LINE MANAGER & TEAMS

1. Your manager will talk to you individually about your personal preference for future working patterns after the pandemic
2. Discuss with your manager if you have a suitable space in which to work at home and whether you have the necessary equipment or technology to work in a continuously hybrid way after the pandemic.
3. Your personal preferences may not always be met and it may not be possible to meet all your expectations.
4. Hybrid working is different from flexible working. This is not a contractual change. It will also not become implied terms & conditions.
5. Discuss with your manager whether you can meet any policy requirements long term, such as health and safety or data security procedures
6. When considering hybrid working think about what worked well within your team whilst working remotely during the pandemic, how did you overcome challenges?
7. As part of the discussion with your manager, consideration will be given to how you will meet the needs of students & colleagues
8. How will you ensure that when hybrid working you will work in a healthy and safe way

It is likely that within your team, some will experience this change in different ways. You might be excited, or you may be anxious or concerned. Your points of view will be considered before a decision on hybrid working is made.

COMMUNICATION

Communicating how you feel about hybrid working will be important.

The key principles of good communication:

1. To ensure effective communication you will be given the information you need, in a timely way, to allow you to successfully undertake your work.
 - a. How often do we need to meet as a team, and for what purpose?
 - b. When should meetings be online, and when should they be face-to-face?
 - c. What other ways are there to communicate other than meetings?
2. As a team, you will agree the best ways to communicate, with consideration given to:
 - a. How often do we need to meet as a team, and for what purpose?
 - b. When should meetings be online,
3. As a team, you will agree on a way of sharing who is working where and when.
4. We will ensure that information reaches everyone, wherever and whenever they are working.



FAIRNESS AND INCLUSION

To support fairness and inclusion:

1. When some members of the team are working in the office and some are working remotely, meetings will always be held online.
2. Everyone will have an equal voice, wherever or whenever you are working.
3. There will be some roles that cannot work remotely at all. When deciding who can or cannot work remotely, and in consultation with the trade unions, we will be clear about our decisions.
4. All staff are encouraged to engage with their Trade Union on the application of the guide, if concerns/issues are identified, these can be raised to your HR Advisor for review.

ENABLING WELLBEING

Your health & wellbeing is our priority. We have a number of support services, such as the Employee Assistance Programme (PAM Assist) and [Togetherall](#) where you access free counselling and a host of online wellbeing resources.

The severe but necessary measures put in place to limit the spread of coronavirus have impacted everyone in some way. We will continue to encourage you to talk, take part in mindfulness and physical exercise, all of which have been proven to reduce anxiety levels.

Remember it's okay to feel anxious. Indeed, it would be unnatural not to feel this way, whether the feelings of anxiety are due to pressure to juggle looking after children while working, changes to your role, returning to the campus or having to use public transport to return to work. There are many resources on [MyConnect](#) to support your health & wellbeing.

If you find yourself struggling we would encourage you to call PAM Assist on 0800 882 4102. This is a free and confidential service offering:

- Personal counselling by phone, face to face, email or video
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- Information & signposting on many of life's issues via their website
- Support any time of the day or night, 365 days of the year

The helpful PAM Assist factsheet reminds you that the counselling service is there for you should you ever need it.

If you would like to find out more about the wellbeing support available, your manager can help. Or contact our Health & Wellbeing Officer jill.loftus@cityofglasgowcollege.ac.uk.





CITY OF GLASGOW
COLLEGE

Let Learning Flourish