

# MEMORANDUM

To: David Newall  
From: Kevin Cullen  
cc: Steve Beaumont; Lesley Cummings



**UNIVERSITY**  
*of*  
**GLASGOW**

## **Request to Establish Structural Change & Redundancy Committees**

### **Background**

In June 2005, SMG approved a proposal to restructure the Business development function within Research & Enterprise (R&E). Behind this proposal lie two key factors:

- Various reviews of R&E, including two formal reviews and a Management Review by the incoming VP for R&E have recognised the need for a refocus of R&E's Business Development activities. In particular, there has been a recognition that both the focus and the amount of resource deployed have been out of line with the needs of the Faculties.
- The Future Shape agenda and the implementation of FEC both require a new approach to Business Development activity within the University and R&E must respond to these, both in terms of focus and resource.

We proposed that:

- Business Development would be restructured in order to support the priorities of the Faculties and Territories;
- Business development would adopt a Territorial structure;
- Skill-sets would be rebalanced in order to achieve the necessary structure;
- The Business Development resource would be reduced overall. In particular, it was approved that there would be an overall reduction of 4 posts, 3 already achieved via VS and post-loss, with one further post to be lost.

### **Status**

Since June, we have:

- Developed a set of Job Descriptions designed to reflect the roles that R&E will undertake in future;
- Shared these Job Descriptions with the Deans, TVPs, GAUT and the Business Development Team in R&E.

### **Proposal**

In order to move the process to completion, the following steps are required:

1. Job evaluation of existing roles within R&E, to establish the starting point.
2. Matching of existing roles to future roles and identification of training/development needs.
3. Redundancy of one position.

We therefore propose that the following structures be established:

1. Job evaluation panel to assess current roles.
2. Structural Change Committee to assess match of current with future roles.
3. Redundancy Committee to define the redundant role within the Business development team.

I would be grateful if you could approve the proposal.

Dr Kevin Cullen