



University of
St Andrews

Flexible working

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2.1	Tweak to 4.2 and Appendix A. HRBP does not need to be sent any approved FW applications.	Published	Lisa Stewart HR	29/10/2020

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1. Statement

- 1.1 The University is committed to providing equality of opportunity and developing work practices and policies that encourage a healthy work-life balance. This policy has been developed to support flexible working arrangements to help employees achieve more balance between their work and personal lives.

2. Purpose

- 2.1 The purpose of this policy is to set out how employees can request a change to their working arrangements which is mutually beneficial for the University and the employee. For instance, an employee may request (but not limited to):
- An adjustment in the weekly hours or days they work;
 - A change to the start/finish times they work;
 - To work from home or equivalent other premises (permanently or a combination of homeworking and office-working).
 - [Appendix D](#) provides further examples of flexible working requests.
- 2.2 There is no automatic right for employees to work flexibly or for the University to insist on an employee to change their working arrangements. Instead, employees who qualify are entitled to request a change to their working arrangements. Each request will be considered and assessed on its own merits.
- 2.3 Any permanent changes agreed will constitute a contractual change to the employee's terms and conditions of employment and cannot be altered without the agreement of both parties. **Please note** that this policy is not intended to address temporary changes to working arrangements i.e. phased return after a period of absence or a short-term home working arrangement to complete a specific task. For informal/temporary adjustments, the employee should speak to their line manager or their [HR Business Partner \(HRBP\)](#) for guidance. Any working arrangement that is related to Covid-19 should follow the guidance outlined in [section 4](#) of this policy.

3. Scope and eligibility

- 3.1 This policy applies to all University employees who meet the following criteria. The employee must:
- Have been employed by the University for at least 26 continuous weeks before the date the application is made;
 - Have not applied for another flexible working application in the previous 12 months (exceptional circumstances may be considered).
- b. For home working requests, the employee must:
- Agree that they can be contacted at home during working hours via telephone, email or other communication method i.e. Microsoft Teams, Skype for Business;
 - Adhere to the conditions outlined in the [IT support guidance](#), [University's Home workspace equipment policy](#) and the [Successful homeworking guidance](#).

4. Covid-19 – Temporary update

- 4.1 The Covid-19 pandemic has led to a significant amount of the workforce having to adjust their working arrangements to balance work commitments and other personal responsibilities such as home schooling, childcare and supporting vulnerable relatives. We have learned from lockdown that flexible working represents a positive way forward for employees and the University aims to support viable proposals.
- 4.2 The eligibility criteria does not apply to the temporary changes as a result of Covid-19. All employees (regardless of length of service or previous flexible working applications) may request a temporary change to their working arrangement. Please note that working arrangements will not normally/primarily be approved in order to work from home and care for a dependant during working hours.
- If the change is minor and will not have an impact on salary/pension contributions e.g. varying working pattern but not reducing the hours of work, this can be agreed informally with the line manager taking into account the personal need of the individual and the operational needs of the business. The line manager will be expected to document a record of the discussion with the employee and submit this to their [HRBP](#) to store securely in the employee's electronic file.
 - If the change will have an impact on salary/pension contributions e.g. a reduction of weekly hours of work, or the arrangement is complex in nature, the employee should request this arrangement by completing [Appendix A](#) and submitting this to their line manager. The line manager will respond to the request as soon as possible and if a meeting is required, this will follow the normal procedure as outlined in [section 5](#).
 - Each request will be reviewed on a case-by case basis.
 - There may be some arrangements that the line manager cannot agree to. In these instances, the line manager must discuss the matter with their [HRBP](#) before confirming any decision with the employee.
- 4.3 Any changes that will impact on salary/pension contributions must be sent to [HR Support & Advice](#) for processing.
- 4.4 All approved temporary applications will be subject to a 4-month review period to assess how the arrangement is working and consider whether the employee can revert to their normal working arrangement. Depending on circumstances, if the normal working arrangement is not appropriate/manageable at this stage, the line manager can extend the period of this arrangement (up to a maximum 12-months in total). All Covid-19 changes to working hours will not be classed as a permanent change to contract and the employee will revert to normal contracted hours after the agreed timeframe.
- 4.5 If the employee wishes to request a permanent change to their working arrangement after the review period expires, then they can request this arrangement following the procedure outlined in this policy.

5. Procedure to apply for flexible working

5.1 Application form

- 5.1.1 Employees should discuss their request informally with their line manager prior to making a formal application as the line manager may be able to approve the request without the need for a formal meeting particularly in non-complicated scenarios, for example, an employee wishes to make a permanent change to their start time to commence 30 minutes later each morning in order to take their child to school. If the line manager cannot agree to the arrangement informally, then a formal process will be required.
- 5.1.2 If the request cannot be agreed informally, employees should complete the application form which can be found in [Appendix B](#). A word version of this form can be accessed on the [HR policy page](#). The completed form should be submitted via email to their line manager and cc to their [HRBP](#).
- 5.1.3 For homeworking requests, the employee should complete the [DSE training and risk assessment checklist](#) and submit this along with the application form to their line manager.
- 5.1.4 The application process should take no longer than 3 months from the submission of the application, including any appeal outcome, unless an extension to this has been jointly agreed.
- 5.1.5 [Appendix C](#) provides guidance for line managers on how to reasonably manage flexible working requests.

5.2 Flexible working meeting

- 5.2.1 The line manager will invite the employee to a meeting to discuss and review the application. The aim of this meeting is to explore the suggested working arrangement, discuss how the request might work in practice, and consider any alternative options put forward.
- 5.2.2 This meeting must take place within 28 days of receipt of the application form. If this timeline cannot be achieved, for example, due to annual leave, the line manager can request an extension which must be agreed by all parties.
- 5.2.3 A member of HR will usually attend this meeting to provide procedural guidance and advice to both parties.
- 5.2.4 Employees are entitled to be accompanied at this meeting by either a trade union representative or a work colleague.

5.3 Outcome

- 5.3.1 The outcome of the meeting will be issued to the employee in writing within 10 working days of the meeting taking place.
- 5.3.2 Any agreed changes to terms that will alter pay and conditions, for instance, reduction in weekly hours/days, **must** be submitted to [HR Support & Advice](#) and cc HRBP. HR will process the changes and confirm the arrangement in writing to the employee within the timescale stated in 5.3.1. Successful applications are usually subject to a [trial period](#) to assess the suitability of the change.

- 5.3.3 Any agreed changes that will not alter pay and conditions should be confirmed in writing by the line manager and sent to the HRBP to save the agreed arrangement in the employee's electronic file.
- 5.3.4 If the application is unsuccessful, the employee will be notified in writing detailing the [business grounds](#) why the request cannot be accommodated and details of the [appeals procedure](#).
- 5.3.5 Each agreed arrangement is specific to the individual and does not set a precedent for any future requests from other employees.

5.4 Trial periods

- 5.4.1 The line manager will usually implement a trial period (usually 3 months) to assess the suitability of the change for both parties. The commencement of the trial period should not coincide with any quieter periods in the School/Unit, as this may not provide an accurate reflection of the potential effect of the new pattern of working. If at the end of this period, it is deemed that the new pattern is not suitable by either party, the employee will revert to their original working pattern. If it is deemed suitable, the terms and conditions will be made permanent.

5.5 Grounds for refusal

- 5.5.1 The business grounds under which the University may reject a request for flexible working are:
- An inability to recruit additional staff;
 - An inability to reorganise work among existing staff;
 - A planned structural change to the University's business operation;
 - Insufficient work during the periods the employee proposes to work;
 - The burden of additional costs is unacceptable to the University;
 - The University considers that the change would have a detrimental effect on ability to meet customer demand;
 - The University considers that the change would have a detrimental impact on quality;
 - The University considers that the change would have a detrimental impact on performance.

5.6 Right to appeal

- 5.6.1 An employee has the right of appeal against a refusal to grant flexible working. The appeal should be made in writing to the Director of Human Resources within 10 working days of being notified of the decision i.e. the date on the outcome letter.
- 5.6.2 The appeal will be acknowledged and passed to the appropriate HRBP to progress.
- 5.6.3 The HRBP will arrange for an appropriate person to manage/hear the appeal. This person will be the appeal manager and will have no conflict of interest and have had no prior involvement. A member of HR will usually attend the meeting to provide procedural guidance and support to participants. The appeal manager will review the circumstances and respond with an outcome based on the findings.

- 5.6.4 The appeal hearing will be held with the employee as soon as possible; however, employees should be aware that it can be a time-consuming process to arrange for an appeal manager to manage/hear the appeal. The meeting will be convened by sending an invitation to the employee. The invitation letter will be sent by HR who will detail the date, time and location of the meeting. The employee will be informed in the letter that they have the right to be accompanied by a work colleague or a Trade Union representative during the meeting.
- 5.6.5 The appeal manager will receive copies of any relevant paperwork including the flexible working application form, outcome letter and the appeal letter. The person who rejected the application may be invited to the appeal hearing to present their rationale for the decision.
- 5.6.6 The employee will be invited to attend the appeal hearing to explain the reasons for their appeal and why they are not content with the outcome. The appeal manager may carry out further investigation after the appeal hearing based on what was discussed. The employee will be informed if any further investigation is required.
- 5.6.7 The employee will be notified of the outcome of their appeal in writing, without unreasonable delay, normally within 10 working days of the appeal hearing, unless further investigation is required. The decision following appeal is final and there will be no further internal right of appeal.

5.7 Conflicting requests

- 5.7.1 Where more than one employee within a team requests flexible working, all requests will be given fair consideration. Care will be taken not to inadvertently discriminate against employees because of any protected characteristic and it is understood that flexible working may well be a reasonable adjustment for a disabled employee.
- 5.7.2 Requests will normally be considered in the order they are received. Each case will be judged on its merits and the line manager will consider the effect on the business case and the possible impact of refusing a request. Employees should note that where one or more employees within a team have already been granted a flexible working request, the business context in which the second request is made will be different, and this will be considered in view of further requests. If the line manager is unable to agree to a request because a number of other employees are already working flexibly and any further flexible working arrangements will impact adversely upon the business, the line manager may choose to discuss the situation with employees already working flexibly in case anyone is willing to change their arrangements (any such change would only be at the employees consent), thereby enabling the University to grant new requests to work flexibly.

5.8 Withdrawing a request

- 5.8.1 A request to work flexibly can be withdrawn at any time before it has been accepted, and any new terms and conditions agreed and put in place. An employee who withdraws their application will not be eligible to make another flexible working request for a further 12 months.
- 5.8.2 If an employee fails to attend more than one meeting arranged to discuss the request and does not provide a reasonable explanation, the University may assume that the application has been withdrawn and will inform the employee accordingly.

5.9 Documents

5.9.1 All documents relating to a flexible working request must be scanned to HR to store securely. Under no circumstances must documents be held locally within Schools/Units. Any documentation such as notes taken in the meeting must be destroyed once submitted to HR.

6. Support and advice

6.1 Any employee who has questions about this policy and its application should discuss them with their line manager or HRBP in the first instance. Additional internal support contacts can be accessed in [Appendix D](#).

7. Version control

7.1 This policy will be reviewed regularly. Any feedback on the policy content should be directed in the first instance to the [HRBP team](#), who will consider this as part of the review.

Version number	Purpose / changes	Document status	Author of changes, role and school / unit	Date
1.0	Migration of policy to the Governance Zone.	Published	Lisa Stewart, Human Resources	12/06/2019
2.0	Policy review: New Covid-19 section.	Published	Lisa Stewart HR	02/09/2020
2.1	Tweak to 4.2. HRBP does not need to be sent any approved FW applications.	Published	Lisa Stewart HR	29/10/2020

This policy is not contractual and may be amended by the University from time to time.

Appendix A: Covid-19 flexible working application form
For temporary changes only

Please note: A word version of this form can be found on the [HR policy page](#) or via the following [link](#).

EMPLOYEE DETAILS		
Name		
School/Unit		
Job title		
Line manager		
Head of School/Unit		
If applicable	I confirm that the conditions of my visa do not prevent me from making any change to my employment.	<input type="checkbox"/>

Describe your current working pattern (days/hours/shift times/place of work)	
Describe details of your request for flexible working (days/hours/shift times/place of work)	
I would like this working arrangement to commence on: [DATE]	xx/xx/xxxx
I would like this working arrangement to cease on: [DATE] (max 4-months from start date)	xx/xx/xxxx

Rationale for request	
<i>Please provide the reason for your request and how it will assist in the current circumstances.</i>	
How will this temporary adjustment impact on your role?	
How will this temporary adjustment impact my colleagues/team?	
How do you think the School/Unit can absorb this temporary adjustment?	
Employee signature:	Date:

Please submit completed application to your line manager

Line manager				
Flexible working request	Approve	<input type="checkbox"/>	Reject	<input type="checkbox"/>
If the line manager feels they cannot accommodate the request, please discuss this with your HRBP .				
Approved:				
Please confirm start date of the change to terms	XX/XX/XXXX			
Please confirm end date of the change to terms	XX/XX/XXXX			
Signed:				Date:

Approved requests should be sent electronically to [HR Support & Advice](#) for processing

Appendix B: Flexible working application form

Please note: A word version of this form can be found on the [HR policy page](#) or via the following [link](#).

Note to the employee

You can use this form to make an application to work flexibly. Before completing this form, you should first read the University's Flexible working policy and discuss the request informally with your line manager.

You should note that it may take up to three months to implement an approved request and possibly longer where difficulties arise however the University will make every effort to manage requests in a shorter timescale wherever possible.

In order to comply with the Employment Rights Act 1996 and the Flexible Working Regulations 2014, the application must be completed in full and must:

- State that it is an application to change your terms and conditions of employment in order to work flexibly;
- Specify the change applied for and the date on which it is proposed the change will become effective;
- Explain what effect (if any) you think making the change would have on the University and how, in your opinion, any such effect might be dealt with;
- State whether a previous application for flexible working has been made and, if so, when;
- Be dated.

It will help your line manager to consider your request if you provide as much information as you can about your desired working arrangement.

Once you have completed the form, you must submit this via email to your line manager and your [HRBP](#).

If your request is agreed, your terms and conditions will change to reflect your new working arrangement. **This will be a permanent change to your terms and conditions unless otherwise agreed.**

Note to line manager

This is a formal application made under the right to apply for flexible working and the duty on the University is to consider such applications seriously and reasonably. You should arrange to meet with your employee as soon as possible after receiving their written request. If you intend to approve the request, then a meeting is not needed. An HR representative can attend the flexible working meeting if required. **It is important that no changes to terms and conditions are made without notifying [HR Support & Advice team](#) in the first instance.**

You must confirm receipt of this application in writing immediately, confirming the date you received the application. You will also be required to set up a meeting with the employee and confirm the arrangements in writing or if you accept the request without the need for a meeting, you must inform HR Support & Advice of the change to terms and conditions and request they write to the employee confirming the changes.

Please complete page 4 and submit to Human Resources.

EMPLOYEE DETAILS	
Name	
School/Unit	
Job Title	
Line Manager	
Head of School/Unit	

Qualifying criteria	Select all that apply
I would like to make an application to work flexibly and I hereby confirm that:	
I have 26 weeks continuous service and I have not made another flexible working application within the previous 12 months.	<input type="checkbox"/>
If applicable , I confirm that the conditions of my visa do not prevent me from making any change to my employment.	<input type="checkbox"/>
Type of request	
Permanent	<input type="checkbox"/>
Temporary	<input type="checkbox"/>

Reason for request	
This section is not mandatory however it would be beneficial to have this information for Athena Swan recording purposes.	
Caring responsibilities	<input type="checkbox"/>
Job-share	<input type="checkbox"/>
Improved work/life balance	<input type="checkbox"/>
Other reason (please specify)	<input type="checkbox"/>

Describe your current working pattern (days/hours/shift times/place of work)	
Describe details of your request for flexible working (days/hours/shift times/place of work)	
I would like this working arrangement to commence on: [DATE]	xx/xx/xxxx
I would like this working arrangement to cease on: [DATE] (if temporary)	xx/xx/xxxx

Anticipated business impact
<i>It is important to consider the possible business implications associated with adopting a flexible working arrangement. Please provide details of the following considerations to help you to better explore and discuss the proposed changes with your line manager.</i>
Examples: <ul style="list-style-type: none"> • Cost (save or increase) • Will my department need to employ someone else? • Will there be an impact on the service my department provides?
How will the change benefit your School/Unit and the University
Example: <ul style="list-style-type: none"> • What are the business benefits of your proposed way of working?
How will the change impact my colleagues/team?
Example: <ul style="list-style-type: none"> • Will it put more pressure on others? • Will there be enough cover?

<ul style="list-style-type: none"> • Is the team heavily resourced / has work reduced?
Accommodating the new work pattern
To minimise disruption, I think the effect of the proposed changes in my work pattern could be dealt with as follows:

I understand the following statements:	
<ul style="list-style-type: none"> • All flexible working arrangements are usually subject to a trial period. • It is not an automatic right to have applications accepted as there may be circumstances when the University is unable to accommodate a request. • Any reduction to hours will impact upon my salary and certain benefits (such as annual leave and pension contributions) and these changes will be permanent (unless a temporary arrangement has been agreed). 	
Employee signature:	Date:

Please submit completed application to your line manager and HRBP.

Line manager				
Flexible working request	Approved	<input type="checkbox"/>	Rejected	<input type="checkbox"/>
If rejected, please give rationale for decision:				
<i>Please use this space to expand on the business grounds for rejecting the request:</i>				
<ul style="list-style-type: none"> • <i>An inability to recruit additional staff;</i> • <i>An inability to reorganise work among existing staff;</i> • <i>A planned structural change to the University's business operation;</i> • <i>Insufficient work during the periods the employee proposes to work;</i> • <i>The burden of additional costs is unacceptable to the University;</i> • <i>The University considers that the change would have a detrimental effect on ability to meet customer demand;</i> • <i>The University considers that the change would have a detrimental impact on quality;</i> • <i>The University considers that the change would have a detrimental impact on performance.</i> 				
If approved:				
Please confirm start date of the change to terms	XX/XX/XXXX			
If temporary, please confirm end date of the change to terms	XX/XX/XXXX			
Do you wish a trial period with review date	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Review Date (if applicable)	XX/XX/XXXX			
Please detail any changes to the proposed work arrangements proposed (if applicable)				
Signed:				Date:

Appendix C: Guidance for line managers

This guidance is intended to help line managers deal with written requests made by employees to change their working hours or place of work under the statutory right in the Employment Rights Act 1996 to request flexible working.

Handling requests in a reasonable manner

The law requires that all requests, including any appeals, must be considered and decided on within a period of 3 months from first receipt, unless there is an agreement to extend this period with the employee.

Once a formal flexible working request has been received, the line manager must:

Prepare

- Seriously consider the application i.e. assess the advantages and disadvantages of the application; the impact the change will have on the role, employee, colleagues.
- Discuss the application with their HRBP if support or procedural guidance is required;
- If the line manager can accommodate the request > Confirm with the employee and notify [HR Support & Advice](#);
- If the line manager requires further information or is unsure if the request can be accommodated > Invite the employee to a meeting as soon as possible (no later than 28 days from the date of the application);

Set up a formal meeting

- Ensure the meeting takes place in a private setting where all parties can speak openly;
- Ensure to give the employee the right to be accompanied as this is a formal meeting;
- A member of HR may attend these meetings to provide support and procedural guidance;
- Discuss the request with the employee; review the application form together and ask questions for clarity;
- Consider alternative options with the employee if there are better ways to accommodate some or all of the request (if applicable).

Consider the request

- Review what has been discussed in the meeting considering the benefits of the requested change in working arrangements for the employee and the School/Unit and weighing these against any adverse business impact of implementing the changes.
- Ensure that when considering the application that the decision is fair, equitable and does not discriminate against individuals.
- Once a decision has been made, the line manager must first discuss the application with their HRBP.

Confirm the outcome

- The employee should be informed of the decision as soon as possible (no later than 10 working days from the formal meeting);
- If the line manager can accommodate the request > Confirm with the employee and notify [HR Support & Advice](#) and cc HRBP;
- If the line manager cannot accommodate the request or offers an alternative option > Confirm the outcome in writing using the business grounds (at least one) to explain the decision and offer the right to appeal;
- Decision makers may be asked to attend the appeal meeting to explain their rationale for the outcome.

Appendix D: Types of flexible working requests

The table below provides examples of the types of flexible working arrangements that employees may request. These are examples only and does not reflect the only requests that the University will consider.

Types of flexible working	Description	Advantages	Disadvantages
Job sharing	Two people do one job and split the hours.	<p>Improve recruitment by attracting employees who do not want/cannot work full time.</p> <p>Demonstrates flexibility and provides employees time to deal with family and other personal responsibilities as well as continuing to work.</p>	Reliance on employees working well together and thorough hand overs completed to ensure employees are equipped with information to work.
Working from home	It might be possible to do some or all of the work from home or anywhere else other than the normal place of work.	<p>Can be a cost saving for the employee and the University i.e. cost of fuel, building costs and is therefore environmentally friendly.</p> <p>Less interruptions at home can lead to greater productivity.</p> <p>Offers flexibility i.e. working start/end times may vary to fit in with personal responsibilities.</p>	<p>Reliance on technologies to ensure efficient and effective communication i.e. employee would need WiFi connection, laptop and screens to work.</p> <p>Health and Safety concerns: requirement for risk assessment to be completed to ensure the working environment is fit for purpose.</p> <p>Security concerns i.e. paperwork.</p>
Part time	Working less than full-time hours (usually by working fewer days).	<p>Can recruit another person to fill the remaining hours offering greater flexibility and greater range of skills.</p> <p>Potential cost saving if the post can be undertaken in fewer hours.</p>	<p>May be difficult to recruit cover if only a few hours available.</p> <p>Gap in service if vacant hours cannot be filled.</p> <p>Loss of specific expertise.</p>
Compressed hours	Working full-time hours but over fewer days. Examples of compressed hours are to work 4 days a week or 9 days over a fortnight. This can be accommodated by starting work early, and/or finishing late, so that the employee builds up additional hours which can then be used to take a half day or full day from work.	<p>Can suit the operational needs of the School/Unit.</p> <p>Reduced commuting time and costs.</p> <p>Additional day off affords employees with a greater work/life balance.</p>	<p>Could cause understaffing at some time periods.</p> <p>Employees may become tired working longer hours and, therefore, potentially less productive.</p> <p>Potentially less supervision at some time periods.</p> <p>May not be suitable for some roles due to work demands i.e. tasks need to be completed daily.</p>

<p>Varied hours</p>	<p>For full-time employees, the normal working week is 36.25 hours giving a notional working day of 7 hours and 15 minutes. Employees may request to vary the time that they start and finish work on particular days or throughout the week. Managers should consider which hours, if any, the employee can vary and also if any should be core hours, these being the times that the employee must be present and available for work (subject to routine authorised absences).</p>	<p>Boost morale as it may be a better fit for the employee to work and manage personal circumstances i.e. taking child to school.</p> <p>Demonstrates flexibility and agility.</p> <p>May allow for extended office hours.</p>	<p>Could cause understaffing at some time periods.</p> <p>May not be feasible for certain roles i.e. customer facing roles where the reception must be manned each day at the same time.</p>
<p>Term-time only</p>	<p>The employee would only work during term-time (either school terms or University semesters), taking unpaid leave during the holidays.</p>	<p>Employees can spend time at home during the holidays.</p> <p>Employees work at busier times, saving costs during holidays.</p>	<p>Difficult option for any unit that is busy all year round.</p>

Appendix E: Internal support contact details

Name of Department	Contact details	Service provided
Chaplaincy	https://www.st-andrews.ac.uk/chaplaincy/ chaplaincy@st-andrews.ac.uk 01334 462866 or 462492	Offers pastoral care and support for any employee, regardless of religion or belief (including non-belief). This includes sympathetic, confidential listening and a safe place to talk to someone about any issues affecting health and wellbeing.
EHSS	https://www.st-andrews.ac.uk/ehss/ https://www.st-andrews.ac.uk/ehss/staff/	EHSS is the unit primarily responsible for the administration and implementation of the University's health & safety policy.
Equality & Diversity	https://www.st-andrews.ac.uk/hr/edi/ diversity@st-andrews.ac.uk 01334 461649	If an employee considers that they are being harassed or bullied because of a protected characteristic, the University's Head of Equality and Diversity will be able to provide confidential help, support and advice. <ul style="list-style-type: none"> • Support networks • Guidance and links to external website support.
Human Resources	https://www.st-andrews.ac.uk/hr/humres@st-andrews.ac.uk (general email enquiries) 01334 463096	Provide support to employees of University of St Andrews <ul style="list-style-type: none"> • Mon-Fri – 9am-5pm • Online self-help guides • Dedicated HR Business Partner team for each School & Unit
Occupational Health	https://www.st-andrews.ac.uk/ehss/occupationalhealth/ 01334 462750 occhealth@st-andrews.ac.uk	Employees can refer themselves to OH for confidential health advice at any time. <ul style="list-style-type: none"> • One-to-one consultation/appointments • Expert support and advice provided • Recommended adjustments to support the employee • Partnership with external health practitioners i.e. counselling services and CBT.
Trade Union Representatives	https://www.st-andrews.ac.uk/staff/policy/edi/tradeunionrepresentatives/ Unison http://unisonlocal.wp.st-andrews.ac.uk/ Unite http://www.unitetheunion.org/ UCU http://www.st-andrews.ac.uk/~ucu/	Trade union representatives are trained to deal and support employees with any workplace related matters of concern.