Guide to Guaranteed Hours

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Introduction

This guidance document has been written to support the Guaranteed Hours end-to-end business process within the University of Edinburgh. The University manages work for certain employees through Guaranteed Hours (GH) contracts. The contracts or refresh letter stipulate a minimum number of hours the University guarantees to offer an employee for the GH period.

The responsibilities of a Line Manager, GH Administrator, or School or Department Administrator may vary in this process between Colleges, Schools and Professional Service Group Departments. Line managers should use their local support team to help you understand your responsibilities and steps you need to take. There are times when responsibilities overlap and this is shown in the guidance below, which has been written in order of process stage.

Please note that the processes described here apply to all types of Guaranteed Hours staff, regardless of what type of work they undertake e.g. tutoring, demonstrating, externally funded research, catering staff.

Please note that the subsidiaries (Edinburgh University Press, Edinburgh Innovations and Arcadia) will not have access to the GH module.

Glossary

<table>
<thead>
<tr>
<th>Guaranteed Hours Module (GHM)</th>
<th>An app within People and Money to manage the offer/acceptance process of guaranteed hours, as well as the annual review of hours as part of the Refresh process.</th>
</tr>
</thead>
<tbody>
<tr>
<td>GH Refresh</td>
<td>An annual review required to allocate guaranteed hours to employees for the next GH period. The GH Refresh process is ‘on-system’, with functionality to allow refresh details to be entered directly. Real time data to facilitate decision making around this is available all year round.</td>
</tr>
<tr>
<td>Employee List</td>
<td>A GH Admin may create and maintain employee lists for ease of use throughout the work plan offer/accept process. The employees that are available to add to lists will depend on the access of the GH Administrator, e.g. which College/Professional Services Group(s), School/Planning Unit(s) and Department(s) they are associated with. When creating work plans, pre-defined employee lists will be available for use if these have been created.</td>
</tr>
<tr>
<td><strong>Limit</strong></td>
<td>A limit is a weekly limit of hours a GH employee can work. For example, a GH employee on a Tier 4/Student visa can work a maximum of 20 hours per week. All GH staff have a limit of 35 hours per week. Limits with warnings are built into the system to help ensure GH employees are not offered more than their permitted hours. A warning will appear when input breaches the limit. However, it will still allow them to proceed. It is the responsibility of the employee not to work more than any weekly limits they have.</td>
</tr>
<tr>
<td><strong>Work Plan</strong></td>
<td>A work plan is the specific offer of work against the guarantee of hours in the GH period between the university and a GH employee. Work plans will be created to represent each set of work tasks for a GH employee. A work plan will be created for a specific one-week period, starting Monday and ending Sunday. Each work plan must include the GH assignment the work is for and the number of accepted and declined hours. Each work plan will be for a specific assignment and contain relevant details but may also include a work activity. Work plans can also be created with no work activity. For example, “We agree you accept 20 hours of reception duties in the library. You declined 4 hours (this week).” The work plan for this would comprise assignment details for library work, a work activity for reception duties; 20 hours accepted; and 4 hours declined.</td>
</tr>
<tr>
<td><strong>Work Activity</strong></td>
<td>A task of work for a GH Employee, which will have to be set up by GH Admins before it can be used. Work activities can be added to a work plan to add detail of what the work will involve. The work activity consists of a work category (e.g. tutoring), a text comment and a department cost. There is a number that is associated with a created work activity. This will be relevant when bulk uploading work plans. The work activity ensures GH employees understand the task a work plan relates to, as assignments may have many multiple work activities associated with them.</td>
</tr>
<tr>
<td><strong>Work Category</strong></td>
<td>Work categories correlate to a specific work type such as tutoring or demonstrating. These will be used primarily in academic areas. This may be auto-selected as a result of the work activity or plan earlier selected.</td>
</tr>
<tr>
<td><strong>Additional Analysis</strong></td>
<td>Provides a level of detail below department. GHM will bring in the Additional Analysis list of values being created in Timesheets in People and Money (OTL). Work activities and work plans can be associated with a value in this list. This will allow for greater analysis of hours planned and paid at this level below department.</td>
</tr>
</tbody>
</table>
### Key Roles & Access

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guaranteed Hours Employee</td>
<td>Those receiving an offer of hours ‘guaranteed’ over a period of time. Able to view and amend data in relation to work plans for themselves (including accepting and declining hours offered). They will receive system notifications, emails and contract correspondence via the system and employee e-mail accounts.</td>
</tr>
<tr>
<td>Guaranteed Hours Administrator</td>
<td>Can access all screens within the module, with the exception of some limited HR Systems functionality. Within the GH Refresh screen, users can submit GH Refresh submissions before they are automatically transferred to the core People and Money system to update the GH assignment. They will be able to create work plans that are automatically confirmed without the requirement for an employee to review and confirm the work plan, or plans which an employee does have to confirm. This role can be allocated at either College/Professional Services Group, School/Planning Unit or Department level. In collaboration with the line manager, they may discuss the breakdown of hours into work activities with the GH employee. However, in most cases they will be updating the system with the outcome of these discussions. Has full view of all relevant data on GH employees within the Area of Responsibility that they have access to. Responsible for distributing and confirming work plans for the GH employees within their Area of Responsibility.</td>
</tr>
<tr>
<td>School/ Department Administrator (SDA)</td>
<td>Staff that provide local administrative/operational support for the end-end recruitment process, including offline activity and practical arrangements. This includes the recruitment and generation of GH employment contracts.</td>
</tr>
<tr>
<td>Line Manager</td>
<td>All members of staff that have direct or matrix style management responsibilities for other members of university staff.</td>
</tr>
<tr>
<td>HR Systems</td>
<td>Can access any functionality in the system for any College/Professional Services Group, School/Planning Unit or Department. Responsible for creating and maintaining limits on the GH module and for general system support.</td>
</tr>
<tr>
<td>HR Operations</td>
<td>Can access and view the refresh screen. This will require action in the event of a termination or a GH refresh/no hours to be offered input for an employee on a Tier 4/Student visa, which requires approval. Approve or decline some transactions entered by GH Administrators in relation to GH Refresh.</td>
</tr>
<tr>
<td>HR Employment Policy Team</td>
<td>Where a new system limit or other regulatory change is required this would normally be reviewed, agreed and requested by the HR Employment Policy Team.</td>
</tr>
</tbody>
</table>
If you require the GH Administrator system role you will have to be specifically allocated this. Please speak to your line manager or School/Department administrator to have this system access provided. They will then organise this by raising an SR for the attention of the HR Systems team.

Before You Start

Recruitment
Recruitment of Guaranteed Hours employees takes place as part of the standard recruitment processes as described in the ‘Guide to Recruitment and On boarding’.

Contract Extensions

If your GH employee is employed on a Fixed Term contract, you must contact HR Operations to notify them of the need for a contract extension prior to adding the GH refresh hours in the GH app in People and Money. You can complete the ‘Extension Request’ tab on the GH refresh report for a bulk request for those staff who need a contract extension and return only this spreadsheet to ContractEndDates.HROps@ed.ac.uk when this information is available.

Where a bulk request in not possible, you can notify HR Operations on an individual basis by submitting a Service Request with a completed Outcome of Contract Review (OCR) form attached, as per the Guide to Job Changes.

Rules to Consider:

- **J2 contracts** (where the post has been identified as a student employment post for which no University of Edinburgh matriculated student is currently available) should be for a **maximum of 12 months**.
- Where a GH contract (excluding J contracts) is requested for **more than 300 hours per year** (or pro-rata equivalent) or if the extension takes the contract **beyond 24 months** please speak to the HR Advisor prior to requesting. These limits are linked to whether consideration should be given for a different type of contract e.g. fractional.
- Offering **more than 415 hours per year** (or pro-rata equivalent e.g. 207 hours in 6 months) to an employee on J code is not permitted. These cases should be escalated to an HR Advisor if there are exceptional circumstances that the School/Department would like the Advisor to review.
- Check the rules and regulations for employees on Scholarships, Tier 4 or Student visa, or Certificate of Sponsorship (CoS)
Tier 4 and Student Visa Holders

There are ‘limits’ in place within the GH module which means that warnings will appear anytime that an employee who holds a Tier 4 or a Student visa is offered more than 20 hours within a week. This applies across all assignments, including ‘non-GH’ posts. Anytime that a transaction is entered for a Tier 4 or Student visa holder as part of GH Refresh, this will require approval by HR Operations before it is committed to the employee record.

Employees on Tier 4 or Student visas are expected to manage their workload in line with their visa restrictions. If they hold multiple posts and are offered multiple work plans, it is their responsibility to accept or reject as appropriate. Given there is no link with payment (and therefore actual hours worked), there will not be any active monitoring of whether work plan hours have breached visa restrictions. There will however be monitoring of actual hours worked/paid.

GH Admins should heed warnings and in the event that a work plan puts an employee over their limit, either discuss with employee or retract the work plan.

Limits

As above, there are limits in place to provide a warning if an employee with a restriction on their working hours is offered too many. The limits that are in place from launch are:

- 20 hour per week for employees on a ‘Tier 4’ visa
- 20 hours per week for employees on a ‘Student’ visa
- 35 hours per week for all GH employees.

These are ‘soft’ limits which means that although a warning is provided, the user could still proceed if they wish to do so. If they do proceed, they should ensure that they have a justifiable reason for doing so. There will be no ‘hard’ limits in place at this time.

When submitting a work plan to the system which exceeds a limit, the way in which the warning will appear may differ dependant on the way in which the work plan was entered.
When creating a work plan using the button in the top right hand corner of the screen (an individual work plan), a pop up warning will appear.

![Image of warning pop up]

When creating a work plan using the menu on the left of the screen, and therefore creating multiple work plans in one go, the system adds enters work plans to a ‘staging’ screen, where it will validate all work plans against limits and display these in a report style. This is the only point at which the warning will appear, there will be no pop up, so users should take care to heed these when they generate.

![Image of staging screen]

**Multiple Assignment Holders**

Where employees hold more than one assignment this data is available throughout the module. On any screen, click on an employee name and a pop up will appear showing details of these, as per screenshot below. Balances for each of these assignments will also show further down in this pop up. In this example, the employee holds two GH posts and one fractional post, which shows he works 10 hours per week before any GH hours are planned or worked. Because he holds a Tier 4 visa, the system will warn a user if they try to enter work plans which would then total...
more than 20 hours per week for him. Where multiple departments enter work plans for the same week which total more than 20 hours, the system will add up hours in order of when they were added (on a first come, first served basis).

### Employee Details

<table>
<thead>
<tr>
<th>Employee Number</th>
<th>Email Address</th>
<th>Name</th>
<th>Username</th>
</tr>
</thead>
<tbody>
<tr>
<td>391</td>
<td></td>
<td>Ryan Wood</td>
<td>Ryan.Wood</td>
</tr>
</tbody>
</table>

### Attributes

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>GH Tier 4 (Via)</td>
<td>02-Feb-2021</td>
<td>-</td>
</tr>
</tbody>
</table>

### Assignments

<table>
<thead>
<tr>
<th>Assignment Number</th>
<th>College/Professional Services Group</th>
<th>School/Planning Unit</th>
<th>Department</th>
<th>Job Title</th>
<th>Job Grade</th>
<th>Worker Category</th>
<th>Assignment Start</th>
<th>Assignment End</th>
<th>Fixed Term Reason Code</th>
<th>Working Hours</th>
<th>Current GH Start</th>
<th>Current GH End</th>
</tr>
</thead>
<tbody>
<tr>
<td>E391</td>
<td>College of Arts, Humanities &amp; Social Sciences</td>
<td>Edinburgh College of Art</td>
<td>History of Art</td>
<td>Lecturer</td>
<td>UED4</td>
<td>Guaranteed Hours</td>
<td>20-Mar-2021</td>
<td>-</td>
<td>20-Mar-2021</td>
<td>0</td>
<td>21-Jul-2020</td>
<td>3-Jul-2021</td>
</tr>
<tr>
<td>E391-2</td>
<td>Corporate Services</td>
<td>Accommodation, Catering and Events Unit</td>
<td>ACE Catering</td>
<td>Kitchen Porter</td>
<td>UED5</td>
<td>Guaranteed Hours</td>
<td>02-Apr-2021</td>
<td>-</td>
<td>02-Apr-2021</td>
<td>0</td>
<td>21-May-2020</td>
<td>3-May-2021</td>
</tr>
<tr>
<td>E391-3</td>
<td>College of Arts, Humanities &amp; Social Sciences</td>
<td>Arts, Humanities and Social Sciences, College of</td>
<td>Arts, Humanities and Social Sciences, College of</td>
<td>HR Administrator</td>
<td>UED5</td>
<td>Fractional</td>
<td>01-Feb-2021</td>
<td>-</td>
<td>01-Feb-2021</td>
<td>-</td>
<td>10</td>
<td>20-Jan-2021</td>
</tr>
</tbody>
</table>

### Terminations

GH Administrators and SDAs have different security access rights. SDAs can terminate GH employees using the Termination Screen on an individual basis. SDAs with GH admin access will be able to process both via the Termination screen in People and Money and process bulk terminations via the GH Module. The GH Administrator rights, enable them to process bulk GH terminations via the GH module.
Timesheets

The Guaranteed Hours module is not linked to time to be paid to an employee via the timesheet functionality within People and Money (Oracle Time & Labour – OTL). Employees will be required to submit their time via OTL regardless of whether there was a work plan for this and how many hours it contained. The amount of hours on a work plan does not have to be the amount that a person is paid - generally work plans are the hours someone is planned to work but this does not always end up being the case. Time entered into OTL should always reflect the actual hours someone worked, and is done after they have worked them. Reporting within the module will allow users to compare hours offered/accepted/decline against what has been paid, since the data around how many hours someone has been paid will flow into the GHM. Please note, until the launch of Phase 2 (autumn 2021) hourly paid employees including GH staff will continue to submit timesheets through eTime. Communications will follow with more detail on this.

Related documentation

You should familiarise yourself with the following guidances and policies:

- **Guidance - Management of Guaranteed Hours Contracts**
- **Policy for the Recruitment, Support and Development of Tutors and Demonstrators**
- **Guidance – Types of Employment Contracts**
- **Employment Approvals Guidance**
- **Fixed Term Reason Codes**
- **University and UCU Collective Agreement (26 March 2019)**
- **Annual Leave Policy – please refer to point 4.5**

If users have any queries about a stage in this process, they should search My Knowledge for support in the first instance. Follow the People and Money user guide ‘How to search My Knowledge’. If they cannot find the information they need they should raise a service request, following the People and Money user guide ‘How to raise and maintain a service request enquiry’.
Accessing the GH Module

1. From the People and Money Homepage navigate to the Guaranteed Hours tab and select the Guaranteed Hours app.

2. The module will open to a homepage. The Reporting Dashboard will appear after selecting options from the drop down menus at the top. The options available to you in these menus will depend on the level of access your role allows you.
3. The menu on the left hand side is where you will navigate to various parts of the module.
GH Refresh process

Before You Start
The GH refresh process will be managed in People and Money, however the Schools/ Departments have the flexibility to progress with and complete their process according to their business needs. Managers must ensure they fulfil their obligations outlined in the Guaranteed Hours Contracts guidance. Managers and GH admin can regularly update People and Money as soon as they are aware of a change or receive confirmation about the offered hours of their GH employees.
You cannot create a work plan for someone if they do not have a current GH period. If an employee does not hold a current GH period, this means they need to be ‘refreshed’. For some areas of the university this means that they need to carry out the refresh process annually, where they may not have had to do this previously.

This may mean that in some circumstances, the refresh process needs to be completed before upcoming work plans can be entered into the app. You can check what someone’s most recent GH period is via the ‘GH Periods’ report, clicking on the employee name and viewing the ‘GH Balance’ section (clicking the historical toggle will show all previous GH periods. Information on the most recent GH period is also shown on the GH Refresh screen. A new GH period can be added to an employee record via the GH Refresh process.

The process for the Guaranteed Hours (GH) Refresh calls on processes across multiple related functional areas within the People and Money programme. The refresh process includes both the planning and the refresh itself. As part of the planning stage, managers supported by their GH admin hold planning discussions to review the hours allocated to GH positions in the previous GH period, identify allocation of hours to current individual posts / employees for the next period or agree what recruitment is required (within the GH recruitment envelope). This results in the GH admin understanding the hours to be allocated for the next GH period (per position). The balance will display for whatever GH Period the employee has on their record, but when that GH Period ends, you won’t be able to action anything (i.e. add a work plan) for that employee until you do a refresh to ensure they have a current GH Period.

All new Guaranteed Hours Envelope Submissions* (or increases to existing Envelope Submissions) must be approved by the main budget holder in line with the Employment Approvals guidance before reaching the Schools to distribute out during the refresh process. Steps to follow:

1. View Refresh Report - The report helps inform the user of the appropriate decision to take for a GH employee for the next period. The options are:
   - Terminate (ending the GH employee’s work relationship)
   - End of Assignment (ending the GH assignment)
   - GH Refresh (new amount of GH hours assigned for the next period)
   - Update to GH Details (changes to assignment - for example, the field ‘Reason for No GH period’.
2. Gap Analysis (off system process of matching individual resources with resource requirements). The total hours offered to all GH must not exceed the financial commitment approved in the GH envelope.
3. It is also possible to view historical data around the guaranteed hours amounts that the employee has had previously. This can be done via the ‘GH Periods’ report in the app, or by clicking on the employee name on any screen. This may help identify any patterns or trends in the employee’s hours that they have been offered.
4. Contract Management (to offer, extend, or terminate guaranteed hours contracts) - This process stage covers the management of the Guaranteed Hours offer for all GH employees. An annual review is required and requires various items of data to be analysed and used to plan and allocate the ‘guarantee’ for all GH employees for the forthcoming GH period.

If, while reviewing the previous year’s refresh data, it becomes apparent that an employee should move to a different type of contract, e.g. fractional or part-time, this should be discussed with an HR Advisor before actioning. If the GH employee has worked for more than one year, then the review should cover the hours offered and worked for a minimum of two years.
GH Administrators should ensure that appropriate offline discussions and approval is obtained for the hours to be allocated to a GH employee before actioning on the system. They should also ensure that records are kept of this ‘approval’ in the event of audit investigation.

It is the responsibility of the budget holder to ensure that the hours offered during either the recruitment or the refresh process are within the approved GH envelope. Following discussion with line managers and GH Admins, budget holders should instruct GH Admins to complete on system steps. Whilst this applies during the main bulk GH refresh, it will also apply throughout the year to individual cases.

GH Options Offered as Part of the Refresh Process:
As part of the Refresh transaction the GH Admin must select one of the following:
- Per Year/EveryYear-OverDura/FTC
- Over Period of Current GHC
- Over Period of Current FTC
- Per Year
- Per Year, Every Year

This indicates how long the guarantee will be for and will impact on the wording that goes into the letter that is automatically issued to the employee. Each should be used in the following scenarios:
- Per Year/EveryYear-OverDura/FTC - The minimum hours to be guaranteed are to be the same for each GH Period, for the full duration of the fixed term employment contract related to that assignment.
- Over Period of Current GHC - Minimum hours to be guaranteed for full duration of contract e.g. over the 2 year fixed term contract.
- Over Period of Current FTC – Minimum hours to be guaranteed for full duration of the current fixed term contract
- Per Year - The minimum hours to be guaranteed for one GH Period.
- Per Year, Every Year - The minimum hours to be guaranteed are to be the same minimum hours for each GH Period, indefinitely (usually used for open-ended assignments).

The data which appears on the refresh screen includes all GH employees that the user has access to. The data appears in order of GH Period end date, with the intention that the records requiring the most immediate action appear first and can be actioned first. Once the entire refresh process has been completed (normally 15 minutes after the action has been fully processed), the details of the ‘old’ GH Period will appear on the ‘GH Periods’ report. A new row of data will appear on the bottom of the Refresh screen, awaiting the next refresh action (not likely to be needed for action until a year later, or the end of the new GH period).

Any changes that are made to the employee record in People & Money will be reflected in the GH app once this has been processed and flows into the app. This flow of data happens every 15 minutes. E.g. once an employee has had an FTC extension actioned, their new end date will appear in the app.
GH Refresh End to End Process Map

Please see the end to end process map for the GH refresh process.

GH Refresh Process end to end

Identifying Ideal Employees for Required Work Plans

In order to identify the best way to allocate hours as part of the refresh hours, it may be necessary to view data from the Refresh screen but also from other parts of the app. There are reports within the ‘Reports’ menu which will show balances of historical GH Periods which may be useful for this purpose.

<table>
<thead>
<tr>
<th>Role</th>
<th>Colleagues involved in planning e.g. DoPs/ Line Managers/Senior Managers etc.</th>
<th>Guaranteed Hours Administrator</th>
<th>HR Operations</th>
<th>People and Money</th>
</tr>
</thead>
</table>
| Tasks | • Reviews current year usage  
• Reviews historical data around previous years’ usage and guarantees of hours.  
• Receives annual planning round approval for GH staffing budget (offline)  
• Identifies allocation of hours to individual posts/employees for next period (offline)  
• Identifies recruitment requirements (number of recruits required, how many hours to allocate to each) (offline) | • Navigates to view appropriate GH employees’ data in GH module  
• Views each of the employee’s GH current balance in GH module  
• Compares the remaining guaranteed hours for each employee in GH module  
• Views GH Refresh screen within GH module  
• Confirms FTCs to end in GH module  
• Request FTC extensions to HR ops prior to adding GH refresh hours in app. Complete bulk requests using spreadsheet from GH refresh | • Reviews the saved data by GH Administrator in GH module, if employee is on student visa and requires extension and refresh  
• Reviews the saved data by GH Administrator in GH module, if termination  
• Rejects and amends data in GH module, if not correct  
• Submits correct data in GH module | • Updates employee record with new details for extensions and refresh  
• Updates employee record with new details (end date) for termination process  
• Automates refresh letter correspondence to GH employee (extension and refresh) |
- Allocates hours to existing contracts or those which can be extended in GH module
- Report or individually sending SR with OCR attached.
- Inputs GH Refresh data
- Enters GH data direct to refresh area of GH module and save
- Receives email notification in the event that any input is rejected or fails

**Supporting Information**

**GH Administrator Guide to GH Refresh**

**Other Processes Impacted:**

- FS1 Planning and budgeting (from Phase 3)
- Create a vacancy (Hiring manager/ SDA in People and Money)
- Request a new position (Hiring manager/ SDA in People and Money)
- Request a position change (Hiring manager/ SDA in People and Money)
- External hire outside ORC (Hiring manager/ SDA in People and Money)
- Extension to contract (Hiring manager/ SDA in People and Money)
- Create a job requisition (Hiring manager/ SDA in People and Money)
- Advertise (Hiring manager/ SDA in People and Money)
- Screen applicant (Hiring manager in People and Money)
- Internal hire or external hire via OCR (Hiring manager/ SDA in People and Money)
- Make offer (Hiring manager/ SDA in People and Money and HR Ops in People and Money)
- Advertise (Hiring manager/ SDA in People and Money)
- Creating & maintaining work plans on GH module (GH Administrator in GH module)
- Apply (GH employee in People and Money)
- Employee pre/onboarding (GH employee in People and Money)
- Employees approving/rejecting work plans on the GH module (GH employee in People and Money)
- Timecard submission process – guaranteed hours (GH employee in People and Money)
- Importing time entries (Payroll in People and Money)
- Termination (HR Systems in People and Money)
Guaranteed Hours End to End Process Map
Please see the end to end process map for the Guaranteed Hours process

Creating and Issuing Work Plans
What is a work plan and why do we need them?

The work plan is a planning tool for Schools/Departments to record when they are planning on a GH employee to undertake work. Work plans can be bulk loaded, entered individually, entered for a group of people all at once (using employee lists), or copied from previous identical plans. They allow the school/department to allocate the work and to classify the type of activity e.g. tutoring and demonstrating. A work plan is for a one-week instance, however it can be entered one at a time or multiple weeks can be entered via bulk load. It is beneficial for all to include as much detail as possible on a work plan because it allows the GH employee to have a clear plan of work, across all assignments. This is an important principle of both The Good Work Plan and the University and UCU Joint Statement.

Important principles around Work Plans:

- Work plans are designed to give employees a realistic offer of work, not necessarily an exact one. Plans change and it is not expected that GH Admins would record, or even know about, every small change of planned hours that occurs.
- Most areas will find the bulk upload functionality of most benefit to them. Planned hours can be collected into a spreadsheet then loaded easily.
- Work plans can be added retrospectively.
- Work plans should not be used as a way to offer one piece of work to multiple people, when only one person is required to do the work. The work plan should only be created once you know which employee is being, or has been offered, the work.
- This may mean that loading of work plans can be done on a semester or possibly even annual basis rather than weekly. For example, some areas who work on a rota basis do their rota planning for an entire semester at once – it is expected that they could load this in once rotas are confirmed and not have to load any more until the next semester.
- The biggest benefit of using work plans is that will allow more accurate data to feed into many other aspects, primarily the GH Refresh process. Accurate data is important for the GH Refresh process because this will allow employees to have realistic and accurate offers of work, on a weekly and an annual basis, this links back to The Good Work Plan and the University and UCU Joint Statement. Better management information (MI) will also become more valuable, allowing better decisions to be made around the contractual status of employees and the resourcing of schools/departments.
- The employee and their GH admins can see all the work plans in one place and the employee is able to accept or decline hours offered to them through People and Money. If there are multiple offers of work this should prevent them working more than any working hours limits related to visa restrictions.
• The implementation of the GH module will also allow manual offline recording of time and hours to become a thing of the past. All areas across the entire university will adopt the module and therefore be consistent with their approach, allowing for more efficient ways of working and a standardised experience for employees who work across multiple areas.

• It is recognised that the style of some work does not fit neatly with a weekly pattern of work plans. Some GH employees are allocated work that can be undertaken over a longer period of time than a week, often up to a semester. This can be handled in various ways, but it is expected that the total number of hours would be split over the number of weeks and an average entered into work plans over the time period. This may require some extra information in the plan comments to ensure that the employee is aware that the actual working of the hours may not happen as per the work plans. If the number of hours over the semester is quite small (e.g., 20 hours) then this could be entered into just one work plan for one week, with a comment to explain that the work will take more than one week to complete as per offline discussions and arrangements.

• It is not essential that an employee has a work plan every week.

• If a GH employee is to be given a work plan for a department that is not the one that their assignment contracts sits in, the work plan must first be created in their substantive department, and then the work plan edited to change the department. Further information on this is included in the system user guidance.

What to do if an employee rejects a work plan?

GH Administrators will receive an email notification to let them know that an employee has rejected a work plan. They will then need to review these, work plans should not be left in the system as ‘rejected’. GH Administrators should amend the rejected work plan and log any hours the employee cannot work as declined hours as well as the hours they can work as ‘Accepted’.

Example: an employee is offered 20 hours, but can only work 10. They note this on the work plan when they reject it (they should not accept a work plan unless they are accepting it entirely. The GH Admin then views this rejected plan and edits it, amending the accepted hours to 10, and the decline hours to 10. If they would like this to go back to the employee for them to confirm, ensure the ‘Confirmation required’ box is ticked and hit ‘Reissue Work Plan’. If they are happy that the employee does not need to reconfirm, they can untick the ‘Confirmation required’ box and hit ‘Reissue Work Plan’.

Notes:

• You cannot create a work plan for someone if they do not have a current GH period. This may mean that in some circumstances, the refresh process needs to be completed before upcoming work plans can be entered into the app. You can check what someone’s most recent GH period is via the ‘GH Periods’ report, clicking on the employee name and viewing the ‘GH Balance’ section (clicking the historical toggle will show all previous GH periods. Information on the most recent GH period is also shown on the GH Refresh screen. A new GH period can be added to an employee record via the GH Refresh process.
Process 2a – Creating and Maintaining Work Plans - Individual

The process a GH Administrator will follow to create and allocate work plans to GH employees. There will be systematic validation of work plans against any limits applicable. The limits will capture all assignments held by the GH employee regardless of which area the other assignments sit in, as well as salaried assignments. Hard limits breached will generate an error and the associated work plan will need to be amended. Soft limits will generate a warning and the GH Administrator will decide whether to proceed with the breached soft limit or whether to amend and resubmit the work plan.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>N/A</td>
<td>● Identifies ideal employees</td>
<td>● Runs validation in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for required work plans in</td>
<td>● Checks hard/soft limits in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GH module</td>
<td>● Processes work plans in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Creates/amends work plans in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GH module</td>
<td></td>
</tr>
</tbody>
</table>

V2.0 July 2021
Other Processes Impacted:

- Identifying ideal employees for required work plans on the GH module (input in GH module)
- Copying previous work plan(s) on the GH module (input in GH module)
- Approving/rejecting work plans on the GH module (output in GH module)

Process 2b – Creating and Maintaining Work Plans – Bulk-load

The process a GH Administrator will follow to create and allocate work plans to multiple GH employees in one upload. The system will validate the data uploaded and check the submitted work plans against any limits applicable to identify work plans that have breached a limit. The limits will capture all assignments held by the GH employee regardless of the area the assignment sits in, as well as salaried assignments. Soft limits will generate a warning and the Timekeeper will decide whether to proceed with the breached limit or whether to amend and resubmit the work plan.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>N/A</td>
<td>• Identifies ideal employees for required work plans in GH module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Accesses the bulk upload spreadsheet in GH module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Completes the spreadsheet with the details of the employees and their work plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Loads the spreadsheet into the system</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reviews work plan results screen in GH module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Amends errors in spreadsheet, if applicable</td>
<td></td>
</tr>
<tr>
<td>Supporting Information</td>
<td></td>
<td>GH Administrator Guide to the Guaranteed Hours Module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Runs validation in GH module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Processes all work plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Processes those work plans that have no data errors or only have a soft limit warning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Confirms approval or rejection of work plans in GH module</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provides list of errors</td>
<td></td>
</tr>
</tbody>
</table>
Example of completed Bulk Load template

<table>
<thead>
<tr>
<th>Employee Number</th>
<th>School Planning Unit</th>
<th>Department</th>
<th>Week Commencing</th>
<th>Week Ending</th>
<th>Assignment Number</th>
<th>Accepted</th>
<th>Declined</th>
<th>Work Activity Number</th>
<th>Confirmation Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>123456</td>
<td>School of Social and Political Science</td>
<td>Social and Political Science</td>
<td>05/07/2021</td>
<td>E123456</td>
<td>10</td>
<td>0</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>569856</td>
<td>School of Mathematics</td>
<td>Mathematics</td>
<td>11/07/2021</td>
<td>E569856-4</td>
<td>10</td>
<td>5</td>
<td>56</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>325898</td>
<td>Accommodation, Catering and Events Unit</td>
<td>ACE Catering</td>
<td>05/07/2021</td>
<td>E325898-2</td>
<td>25</td>
<td>10</td>
<td>1</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

Other Processes Impacted:
- Identifying ideal employees for required work plans on the GH module (input in GH module)
- Approving/rejecting work plans on the GH module (output in GH module)

Process 2c – Copying Previous Work Plans
The process a GH Administrator will follow to create work plans for GH employees who have previously been offered an identical work plan. Work plans that have been created and accepted in a previous period can be copied to create a new work plan for an employee(s).
### Other Processes Impacted:
- Approving/rejecting work plans on the GH module (output in GH module)

### Step 3 – Employees Approving/Rejecting Work Plans

#### Process 3a – Employee Review and Accepts Work Plans
This process is to manage the accepting and declining of work plans assigned to GH employees (and may involve an offline discussion with the GH employee and the manager/GH Administrator if the offer isn’t desirable). Accepting and/or declining of work plans is done by either the GH employee themselves or by the GH Administrator who is acting on the GH employee’s behalf.
Discusses availability with GH Administrator and/or line manager (offline)
Confirms (accepts) work plan in GH module
Completes shift (offline)

**Other Processes Impacted:**

- Copying previous work plan(s) on the GH module (input in GH module)
- Creating & maintaining work plans on the GH module – individual (input in GH module)
- Creating & maintaining work plans on the GH module – bulk-load (input in GH module)
- Identifying ideal employees for required work plans on the GH module (output in GH module)

**Process 3b – Employees Review and Reject Work Plans**

This process enables GH employees to access and review work plan(s) assigned to them at any stage to check they are correct or to reject work plans they do not agree with or can no longer work. Notification is generated when hours are rejected so that alternative arrangements can be made.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td>• Reviews ‘My work plans’ in GH module</td>
<td>• Receives notification of rejection in GH module, if applicable</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Presses the red cross and provides reject reason and suggests alternative hours in GH module, if applicable</td>
<td>• Discusses amendments with GH employee (offline)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Discusses amendments with GH Administrator (offline)</td>
<td>• Creates work plans in GH module – manual</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Receives notification of work plan requiring review in GH module</td>
<td>• Changes the hours on the work plan to a declined amount rather than accepted hours in GH module</td>
<td></td>
</tr>
</tbody>
</table>
Step 4 – Creating and Maintaining Employee Lists

What is an Employee List?

A GH Administrator may create and maintain employee lists for ease of use throughout the work plan offer/accept process. The employees that are available to add to lists will depend on the access of the GH Administrator, e.g. which College/Professional Services Group(s), School/Planning Unit(s) and Department(s) they are associated with. When creating work plans, pre-defined employee lists will be available for use if these have been created.

Examples of lists could be a group of employees who regularly work on a course, or a group of employees who all work in a specific catering or retail outlet. Once the list has been created, it can be used repeatedly to easily allocate hours to that group as part of one action. Lists can be made private (so that the GH Administrator is the only one who can use it), or public so that other users (who can access those employees) can also use it.

Below is information around the process of creating and maintaining these lists.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>N/A</td>
<td>• Navigates to the ‘employee lists’ and creates new OR&lt;br&gt;• Navigates to the desired list that needs to be amended in GH module&lt;br&gt;• Names list accordingly in GH module&lt;br&gt;• Selects employees to be added into the list either by name search, employee ID</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Supporting Information

| Supporting Information | GH Administrator Guide to the Guaranteed Hours Module.docx (sharepoint.com) |

Step 5 – Creating and Maintaining Work Activities

What is a Work Activity?

A Work Activity is a task that a GH Employee undertakes.

It is made up of a department, a work category and a text comment. It can also include ‘Additional Analysis’, which is a list of values including all courses and university buildings which may relate to the work (this is not a mandatory field).

Full list of Work Categories:

- Other Absence
- Demonstrating
- Development
- Lecturing
- Marking
- Maternity/Parental
- Other Work Types
- Preparation Time
- Sickness
- Teaching
- Tutor: Honours
- Tutoring

When a work activity is included on the work plan it ensures GH employees understand the task that it relates to as assignments may have many multiple work activities associated with them.

There is a number that is associated with a created Work Activity. This will be relevant when bulk-uploading work plans.

This process describes the steps required to create a new work activity, edit an existing work activity or delete a work activity. The work activity is unique and contains data relating to the department hierarchy, location, the work category and any comments. It can also include ‘Additional Analysis’, which is a list of values including all courses and university buildings which may relate to the work (this is not a mandatory field however). When added to a work plan, a work activity will give valuable data around the amount of time being allocated to specific activities.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
</table>
| Tasks        | N/A                        | • Navigates to the ‘Work Activities’ screen and creates new OR<br>
|              |                            | • Navigates to the ‘Work Activities’ screen, finds work activity to be amended and selects ‘Edit’ in GH module<br>
|              |                            | • Creates/edits work activity in GH module                                                       | N/A               |
| Supporting Information | GH Administrator Guide to the Guaranteed Hours Module | | |
Step 6 – Creating and Maintaining Limits

A limit is a weekly limit of hours a GH employee is permitted to work when they meet certain criteria. This process covers the creation of a new limit or amendment to an existing limit. Requests are likely to be generated by the HR Employment Policy Team and directed to HR Systems for the limit to be created or amended. It is likely that this process would be undertaken on an infrequent basis.

<table>
<thead>
<tr>
<th>Role</th>
<th>HR Employment Policy Team</th>
<th>Guaranteed Hours Administrator</th>
<th>HR Systems Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>• Raises a service request (People &amp; Money)</td>
<td>N/A</td>
<td>• Navigates to the ‘Limits’ screen and creates new limit in GH module OR</td>
</tr>
<tr>
<td></td>
<td>• Receives notification that service request is closed and limit has been created (People &amp; Money)</td>
<td></td>
<td>• Navigates to the ‘Limits’ screen and selects ‘edit’ on the limit needing to be amended in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Names limit accordingly in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Selects if it will be a ‘hard’ limit or ‘soft’ limit in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Selects which parameters the limit will apply to in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Saves limit in GH module</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Closes service request, if request was raised via an SR (People &amp; Money)</td>
</tr>
</tbody>
</table>

Supporting Information

HR Systems Guide - How to Create and Maintain Limits on the GH Module.
Step 7 – Reports in the GH Module

The reports available in the GHM are outlined in the table below:

<table>
<thead>
<tr>
<th>Report</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dashboard</td>
<td>Gives a visual overview of data from various reports</td>
</tr>
<tr>
<td>Work Plans</td>
<td>Data on work plans created in GHM. All data for each work plan will be available.</td>
</tr>
<tr>
<td>GH Balances</td>
<td>Show the guaranteed hours balance data for each employee assignment.</td>
</tr>
<tr>
<td>GH Periods</td>
<td>Show guaranteed hours periods for each employee assignment.</td>
</tr>
<tr>
<td>Broken Limits</td>
<td>Show any week where a work plan(s) breaks a limit. Will also show any actual paid hours from People and Money timesheets that break the limits.</td>
</tr>
<tr>
<td>User Roles &amp; Responsibilities</td>
<td>The user roles and responsibilities report will display which GH roles and responsibilities are held by which users.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>• Can view following reports:</td>
</tr>
<tr>
<td></td>
<td>- Work Plans</td>
</tr>
<tr>
<td></td>
<td>- GH Balances</td>
</tr>
<tr>
<td></td>
<td>- GH Periods</td>
</tr>
<tr>
<td></td>
<td>- Broken Limits</td>
</tr>
<tr>
<td>HR Operations</td>
<td>• Can view following reports:</td>
</tr>
<tr>
<td></td>
<td>- Work Plans</td>
</tr>
<tr>
<td></td>
<td>- GH Balances</td>
</tr>
<tr>
<td></td>
<td>- GH Periods</td>
</tr>
<tr>
<td></td>
<td>- Broken Limits</td>
</tr>
<tr>
<td></td>
<td>- User Roles &amp; Responsibilities</td>
</tr>
<tr>
<td>HR Systems Team</td>
<td>• Can view following reports:</td>
</tr>
<tr>
<td></td>
<td>- Work Plans</td>
</tr>
<tr>
<td></td>
<td>- GH Balances</td>
</tr>
<tr>
<td></td>
<td>- GH Periods</td>
</tr>
<tr>
<td></td>
<td>- Broken Limits</td>
</tr>
<tr>
<td></td>
<td>- User Roles &amp; Responsibilities</td>
</tr>
</tbody>
</table>

There are various buttons within various screens of the module which can be expanded to give more information without having to navigate to a report screen. For example clicking on an employee name on any screen opens up an overview screen showing details of all the assignments held by the employee (including non GH assignments), the balance of their GH assignments, and any limits which apply to that employee (e.g.: if they are a Student visa holder). Within the balance section, using the historical toggle will allow viewing of just the most recent GH periods (current year and most recent previous to that), or viewing all historical periods.
Step 8 – Monitoring of Actuals vs Guaranteed, GH Period End

In this process, the GH Administrator must run and analyse the GH balances report at the end of the GH Period timeframe. Where an employee has not been offered the minimum guaranteed hours, discussion with an HR Advisor/Partner should take place. Following this, if a payment is to be made, the employee should receive written confirmation of payment due and Payroll should be instructed to make a payment.

This process will likely be carried out once a year to monitor and manage the balances of GH assignments. This is to ensure that GH employees are being offered all of the hours that they were guaranteed at the outset of their contract/GH period.

<table>
<thead>
<tr>
<th>Role</th>
<th>Guaranteed Hours Employee</th>
<th>Guaranteed Hours Administrator</th>
<th>People and Money</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>N/A</td>
<td>• Reviews and analyses GH balances report in GH module</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identifies which employees might be entitled to a payment and why (offline)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Writes to employee to confirm payment (offline)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Instructs Payroll to make a payment</td>
<td></td>
</tr>
</tbody>
</table>

Other Processes Impacted:

- Payment of a non-recurring payment (process where Payroll will make a one off payment to an employee)
Appendix 1 – GH Refresh Letter

1Ref: «EMPLOYEE_ASSIGNMENT_NUMBER»

2 PRIVATE AND CONFIDENTIAL
3 «Title» «FIRST_NAME» «LAST_NAME»
4 «ADDRESS_LINE_1»
5 «ADDRESS_LINE_2»
6 «ADDRESS_LINE_3»
7 «TOWN_OR_CITY»
8 «REGION_2»
9 «POSTAL_CODE»
10 «CURRENT_DATE»

11 Dear «FIRST_NAME»

12 Guaranteed Offer of Hours

13 You are guaranteed to be offered «NUMBER OF HOURS» hours during the period from «GUARANTEED HOURS START DATE» to «GUARANTEED HOURS END DATE» (the ‘Guaranteed Hours Period’) in your role as «PERSONAL JOB TITLE>>. Your hours of work and working times may vary, depending on the needs of the University and you may be offered more than the guaranteed hours stated. Your hours of work and working times will be notified to you as soon as reasonably practicable in advance and it may not be possible to notify you of a schedule for all guaranteed hours at a single point in time.

14 You are guaranteed to be offered «NUMBER OF HOURS» hours during the period from «GUARANTEED HOURS START DATE» to «PROJECTED END DATE» (the ‘Guaranteed Hours Period’) in your role as «PERSONAL JOB TITLE>>. Your hours of work and working times may vary, depending on the needs of the University and you may be offered more than the guaranteed hours stated. Your hours of work and working times will be notified to you as soon as reasonably practicable in advance and it may not be possible to notify you of a schedule for all guaranteed hours at a single point in time.

15 You are guaranteed to be offered «NUMBER OF HOURS» hours during each annual period from «GUARANTEED HOURS START DATE» in your role as «PERSONAL JOB TITLE>>. Your hours of work and working times may vary, depending on the needs of the University and you may be offered more than the guaranteed hours stated. Your hours of work and working times will be notified to you as soon as reasonably practicable in advance and it may not be possible to notify you of a schedule for all guaranteed hours at a single point in time.

Commented [RL1]: Over Period of current GHC
Commented [RL2]: Over Period of Current FTC
Commented [RL3]: ‘Per Year, Every Year’ OR ‘Per Year’
16 You are guaranteed to be offered <<NUMBER OF HOURS>> hours during each annual period from <<GUARANTEED HOURS START DATE>> in your role as <<PERSONAL JOB TITLE>> until your current contract end date of <<PROJECTED END DATE>>. Your hours of work and working times may vary, depending on the needs of the University and you may be offered more than the guaranteed hours stated. Your hours of work and working times will be notified to you as soon as reasonably practicable in advance and it may not be possible to notify you of a schedule for all guaranteed hours at a single point in time.

17 The guaranteed hours to be offered will be reviewed on an annual basis at the end of each Guaranteed Hours Period and are subject to change.

19 You will be written to annually, on or around the start of the next Guaranteed Hours Period, advising you of the guaranteed hours to be offered.

20 Further and general information about Guaranteed Hours contracts can be found within various appropriate documents found on the A-Z of HR Policies webpage.

22 If you have any further queries, please contact the HR Helpline at HRHelpline@ed.ac.uk.

23 Yours sincerely

24 Angie Donaldson
25 Head of HR Operations