

Principal: Professor Sir Jim McDonald

## **READER IN THE APPLICATION OF RELATIVISTIC ELECTRON BEAMS HIGH POWER MICROWAVES AND PLASMAS**

### **DEPARTMENT OF PHYSICS**

**Salary range – £54,283- £57,581**

#### **1. NATURE OF APPOINTMENT**

The vision of the University of Strathclyde is bold and transformational, placing it among the leading international technological universities. This promises an institution that is vibrant and dynamic and internationally focused, with cutting-edge, multi-disciplinary research of global relevance. Senior appointments are focused at recruiting the best academic talent to enhance both research intensity and leadership in areas of strategic importance.

Applications are invited for a Reader in relativistic electron beams, high power microwaves and plasmas within the Plasma Division in the Department of Physics at the University of Strathclyde. It forms part of the research programme of the Scottish Universities Physics Alliance (SUPA) – [www.supa.ac.uk](http://www.supa.ac.uk). The position will extend and complement the Department's existing strong research programme in plasma physics and high power microwave sources. The successful candidate will develop new areas of science relating to the next generation of microwave and millimetre wave sources for plasmas, accelerators and biological applications.

You will be based in the Department of Physics at the University of Strathclyde but will be expected to develop and strengthen links within the University and across SUPA. You will be expected to build up an internationally leading research activity, attract significant funding, publish in leading journals and contribute to teaching and to the activities of the Department.

With a PhD (or equivalent) in Physics or a related subject, you will have an excellent track record of publication in highly rated academic journals and a clear capability of securing research funding and of delivering teaching at all levels.

#### **2. APPLICATION PROCEDURE**

Applicants are required to complete an application form and indicate the name of three referees, one of whom must be your current or most recent employer. Please note that these referees may be contacted by the University without permission unless you indicate that you would prefer otherwise.

You should attach to your application, in a single document, a CV and cover letter explaining why you have the energy, skills, knowledge and understanding of Higher Education or other

'not for profit' sectors to make a real difference in the post, and a research plan (maximum 4 pages) outlining your research strategy for the next 5 years should you be appointed.

Applications should be completed using the online form where possible. If you need to download the application form, please scan and send it with the accompanying document to [humanresources@strath.ac.uk](mailto:humanresources@strath.ac.uk), with the job reference in the subject line. Postal applications should be sent to Human Resources, University of Strathclyde, McCance Building, 16 Richmond Street, Glasgow, G1 1XQ.

**All applications must be received by 31 October 2012.**

**Presentations and formal interviews for the post will be held on 29 November 2012. Tours of the Department's research facilities and meetings with relevant staff can be arranged for the preceding day.**

Online applications will be acknowledged electronically. Applicants who have requested a job pack and wish an acknowledgement of their paper application should address and stamp the enclosed postcard.

Informal enquiries regarding the post can be directed to:

Prof. Robert Martin, Head of Department, [r.w.martin@strath.ac.uk](mailto:r.w.martin@strath.ac.uk), tel. 0141 548 3466, or Dr. Adrian W. Cross, Research Group Leader: Atoms, Beams and Plasmas, [a.w.cross@strath.ac.uk](mailto:a.w.cross@strath.ac.uk) tel. 0141 548 4614.

### 3. DUTIES OF THE POST

#### Brief outline of post:

- To enhance and complement the Department's research in relativistic electron beams, high power microwave and plasmas.
- To conduct world leading research in the applications of high power microwaves and millimetre waves
- To further strengthen our excellent Plasma Division
- To contribute to the success and plans of the Department

#### Main Activities/Responsibilities:

- Lead an internationally acclaimed programme of research in an area relating to experimental and/or numerical modelling of RF, microwave, millimetre-wave, relativistic electron beam and plasma physics and applications and disseminating results through regular and sustained publications in high impact journals, books and conference proceedings.
- Provide research leadership within the Group and Department, through identifying, developing and leading significant research directions and projects.
- Manage significant activities and resources and provide leadership, support and direction to academic/professional staff.
- Collaboration with other members of the Department's Plasma Division and with those external to the Department.
- Contribute to the Strathclyde Technology and Innovation Centre programme.
- Actively engage with partners in SUPA, with research programmes across all themes and the other Scottish Pooling efforts.
- Engage with researchers and industrialists in the Strathclyde Technology and Innovation Centre.
- Show leadership in research excellence and contribute to a strong performance in forthcoming research assessments.
- Secure substantial research grant funding and attract income through knowledge exchange activities.

- Oversee the design and delivery of educational degree curricula and playing a lead role in the development of educational strategy and operational standards.
- Contribute to the teaching of physics within the degree portfolio at undergraduate and postgraduate level particularly in the MSc in High Power RF Science and Engineering.
- Contribute, at a strategic level, to the work, life, vitality and success of the Department.
- Promote the external image and perception of the Department and the University.
- Supervise a growing population of postgraduate students.
- Establish and manage occupational health and safety arrangements in line with the responsibility set out in section 3.7 of the [University Occupational Health and Safety Policy](#).

#### 4. PERSON SPECIFICATION

The following criteria are considered essential:-

- PhD and good honours degree or equivalent in Physics or a related subject;
- Substantial postdoctoral experience or equivalent of relevant experimental and/or numerical modelling research;
- Internationally competitive research skills in experimental and/or numerical modelling RF, microwave, millimetre-wave, relativistic electron beam, or plasma physics research;
- Clear capability of attracting substantial research funding;
- An outstanding and inspiring record of achievement in research and publication, recognised internationally;
- International profile in relativistic electron beam and/or plasma physics;
- Demonstrated leadership in relevant area of physics;
- Demonstrated leadership and experience in knowledge exchange activities, or clear potential of such;
- Commitment to, and experience of, delivering high quality undergraduate and postgraduate teaching and supervision, particularly in Physics;
- High level communication skills with the ability to listen, engage and persuade and to present complex information in an accessible way to a range of audiences;
- Excellent personal qualities of an academic leader, mentor, team player and good citizen to promote effective work in a mixed experimental and numerical modelling group;
- Ability to motivate and encourage others and supervise research fellows and PhD students;
- Interest in working in Technology Innovation Centre (TIC).

The following criteria are considered desirable:-

- Membership of relevant professional bodies;
- Experience of organisation and membership of research committees and bodies;
- Experience of working with industry;
- High level of research achievements recognized by national or international bodies, awards of medals, prizes, etc;
- Evidence of multidisciplinary collaborations;
- Experience of managing occupational health and safety in a similar research environment;
- Experience of working internationally, or with international research partners.

#### 5. THE DEPARTMENT OF PHYSICS

The Department of Physics is part of the Faculty of Science.

Physics at Strathclyde has a long tradition going back to 1796, the present Physics Department being formed in 1986 by the merger of the Departments of Natural Philosophy and Applied Physics. The Department is presently undergoing an exciting period of

sustained expansion and consolidation born of out of its success in demonstrating internationally excellent research, competitively won funding, extensive choice of interesting degree programmes and growing undergraduate and postgraduate numbers. The Department has a strong record in both research and teaching and takes a holistic approach to the appointment of new academic staff such that all factors essential to the well-being of the Department are taken into account. The need for research excellence is mirrored in teaching innovation, course development, student recruitment and administration with successful staff appointees playing a full team-part in the operation of the Department. The successful applicant should be able to teach undergraduate physics.

Research in the Department is already benefiting from the investment and strategic planning platform brought about by its founding membership of the Scottish Universities Physics Alliance (SUPA). Strathclyde plays a leading role in SUPA2, the £48M follow-on to the original project of which the present Reader in high power microwaves is an essential component.

Departmental research is structured in three divisions, Nanoscience, Optics and Plasmas. Within these divisions are research groups where common interests and goals can be nurtured. The Reader in the application of high power microwaves for accelerators will be based in the Plasma Division and will link into the existing theoretical and experimental activities represented by the research activities led by Dr Adrian Cross, <http://reld.phys.strath.ac.uk>. Further close links are envisaged with the activities led by Professor Bob Bingham.

The Department of Physics consistently has a high EPSRC grant portfolio, one of the largest among UK physics departments. The Department also holds significant STFC, CLRC, NERC and outwith RC funding from independent organisations and industry. As well as addressing fundamental areas of physics much of the Department's research involves knowledge transfer through spin-out companies, consultancy, industrial contracts, collaboration and outreach. The Department currently has about 35 academic staff, 40 research fellows and assistants, 20 support staff, and about 70 PhD, 12 MSc and about 300 undergraduate students. The whole Department works hard to maintain its brand as one which is very much "friendly physics".

For further information on the Department, please visit <http://phys.strath.ac.uk/>.

## 6. THE UNIVERSITY OF STRATHCLYDE

It's over 210 years since Professor John Anderson's legacy established in 1796 what is now the University of Strathclyde. Professor Anderson was considered quite a revolutionary among university academics of his day; committed to education for the working men and women of Glasgow, he articulated, loudly and clearly, the link he perceived between education and economic growth and prosperity. When he died in 1796 Professor Anderson left a bequest in his will for the establishment of 'a second higher education institution' in Glasgow which would be a place of 'useful learning' and of education for all, regardless of gender or social class. This remains our mission today: to combine academic excellence with social and economic relevance.

As an institution we are and always will be very much a part of Glasgow and the west coast of Scotland. In the 21st century, we are also Scotland's third largest university with an international reputation and outlook, with students and staff from over 100 countries. As 'the place of useful learning' the University is committed to the advancement of society through the pursuit of excellence in research, education and knowledge exchange, and through creative engagement with partner organisations at local, national and international levels.

We continue to be committed to 'useful learning' through our provision of relevant, high quality, educational opportunities, the global application of our research and our focus on knowledge

exchange, all of which aim to benefit the wider economy and society. Our commitment to 'useful learning' is about:

- Offering a wide range of education opportunities in a flexible, innovative learning environment
- Developing students who have the aptitudes and capacities to make significant contributions to their communities after graduation as employees, employers and citizens
- Connecting research through knowledge exchange to make an impact on modern society.

At the heart of the University is its world leading research. In the most recent Research Assessment Exercise, 50% of our research output was rated at a World Leading or Internationally Excellent standard. In terms of Research Power calculations, Strathclyde ranks 4th in Scotland and 31st in the UK.

Industrial relevance is a defining characteristic of the University. [Our research activity](#) across all faculties, but particularly in our areas of strategic importance – engineering, science, business and social sciences - has made us a UK leader in working with business and industry.

We strive to help companies innovate new technologies and services, as well as working to increase opportunities for both established businesses and new start-ups to benefit from our knowledge, expertise and advice. We are committed to investing in people and developing research scholarships, secondments and placements that share our learning with others and enhance opportunities for our staff and students.

Some of our key achievements are:

- Our Engineering faculty is largest and best rated in Scotland in terms of research power and is rated in the top five in the UK for some of its disciplines.
- Our Business School has attained international leadership. Currently ranked number one in Scotland and 7th in the UK by the UK's Research Assessment Exercise 2008, with over 65% of output judged to be world leading or internationally excellent.
- The development of the Strathclyde Institute of Pharmacy & Biomedical Sciences has created a major platform to achieve greater impact on the international research stage.
- Our Law School and English Studies, in our School of Humanities, are performing at high levels of output and School of Education is a national leader.

In 2011 the University gained the European Commission's HR Excellence in Research award, which acknowledges our alignment with the principles of the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers and the UK-wide Concordat to Support the Career Development of Researchers.

## 7. THE FACULTY OF SCIENCE

For further information on the Faculty of Science, please visit <http://www.strath.ac.uk/science/>.

## 8. THE CITY OF GLASGOW

[Glasgow](#) is the industrial and commercial capital of Scotland and the various groups that have contributed to its population over the centuries have given it a cosmopolitan feel. It has a lively cultural life as home of the national orchestra, opera and ballet and several theatre companies and it possesses a number of fine art galleries; it is the headquarters of the national press and broadcasting media. Its numerous higher and further education establishments have made it a major educational centre.

The Scottish countryside and its splendid recreation and sporting facilities are easily reached from Glasgow.

## 9. SALARY, CONDITIONS OF SERVICE AND BENEFITS

The appointment will be made at an appropriate point on Grade 10 Salary Scale (currently £54,283 - £57,581 per annum) (Appendix 1), depending on the qualifications and experience of the successful candidate. The conditions of service applicable to the post are attached (Appendix 2).

We also offer staff a range of other outstanding benefits, including:

- Training and Development opportunities underpinned by a 10 year commitment to the [Investors in People](#) Standard.
- Reduced or remitted fees for vocational and non-vocational study.
- Sports, Recreation and [Wellbeing](#) facilities, including Ross Priory, a stunning 17<sup>th</sup> century house situated in 200 acres of land on the south shore of Loch Lomond, just 40 minutes drive from Glasgow.
- [Childcare](#) facilities and [voucher scheme](#).

## 10. PRE-EMPLOYMENT HEALTH SCREENING

All offers of appointment made to external candidates are subject to medical assessment by Occupational Health. Any individual who accepts an offer of employment must complete a confidential medical questionnaire and forward it to the Occupational health Nurse within 5 days of receipt. If further information is required the individual may be contacted by the OHN or Medical Advisor and a personal appointment with the individual may be required. An unconditional contract of employment will not be issued until Human Resources receives confirmation from OHS that applicant is fit to undertake the duties of the post.

## 11. POSITIVE ABOUT DISABLED PEOPLE

The University is accredited as a “Positive about Disabled People” employer and operates a guaranteed interview scheme for disabled candidates who meet all of the essential criteria for the post that they are applying for. On the appropriate section of the application form please indicate if you consider yourself to have a disability **and** wish to be considered under the scheme.

The Equality Act (2010) defines disability as “a physical or mental impairment which has a substantial and long term adverse effect on a person’s ability to carry out normal day to day activities”.

Please note that if you indicate that you have a disability then you may be asked to provide information on this at interview. The University needs this information to consider the likely impact of your disability on the duties of the position you are applying for and what reasonable adjustments can be made to the position. This allows the University to comply with the Equality Act (2010).

## 12. REMOVAL AND RESETTLEMENT

The University will cover the cost of reasonable removal expenses within the UK on the basis of the lower of at least two estimates. A further contribution towards costs involved in moving to Glasgow may be made at the discretion of the University.



It is the University's custom to agree a fixed sum (indicated at the time of offer of contract) to cover removal and resettlement for new members of staff who reside outwith the UK.

### **13. PROTECTION OF VULNERABLE GROUPS (SCOTLAND) ACT 2007 (the PVG Act)**

This post involves regulated work and therefore it will be a legislative requirement that you become a member of the Protection of Vulnerable Groups Scheme prior to appointment should you be offered this post. Further information on the PVG Scheme is available at <http://www.disclosurescotland.co.uk/>

**We value diversity and welcome applications from all sections of the community.**

**The University of Strathclyde is a Registered Scottish Charity, No SCO15263**

# Conditions of Employment

## Non-Professorial Academic Staff

### 1. GENERAL CONDITIONS

Members of staff are subject to the Charter and Statutes and the Ordinances and Regulations of the University, published in the Calendar, and to any amendments or additions thereto approved by the University Court and, in the case of the Charter and Statutes, the Privy Council. Staff are also expected to familiarise themselves with, and adhere to, general University policies and procedures, as published on University web pages.

The University Court recognises Strathclyde Universities and Colleges Union (SUCU) as the sole body with which it will negotiate and consult on all collective issues concerned with the terms and conditions of employment of Academic Staff. Such terms and conditions may be varied by the University Court after negotiation and consultation with SUCU.

Each member of staff is responsible for the proper performance of allocated duties to the person or persons specified in the member of staff's letter of appointment and any accompanying papers.

The University is committed to ensuring that its business is conducted in an open and transparent manner and will take all appropriate steps to address risks of bribery or corruption. Members of staff are required at all times to act honestly and with integrity and to safeguard the resources for which they are responsible. The University has in place a robust Public Interest Disclosure (Whistleblowing) Policy to enable concerns to be brought to its attention. This is available at [www.strath.ac.uk/publicinterestdisclosure](http://www.strath.ac.uk/publicinterestdisclosure). Other relevant policies, e.g. Fraud Prevention and Conflicts of Interests, can also be found on the University's website.

Any member of staff may at any time be exposed to commercially sensitive information, information related to potentially valuable intellectual property or information which may otherwise be of a confidential nature. This information, which could be found anywhere in the University, may be written or disclosed orally, can include information of a commercial or technical nature, and may be owned by the University or by third parties. The University requires all employees to keep any such information confidential in the first instance and not disclose, publish or otherwise disseminate it without prior consent of the University. Such confidentiality obligations are commonplace and in the commercial interests of the University. When in doubt advice should always be sought from Research and Knowledge Exchange Services prior to disclosure.

The University operates probationary periods for new staff, the duration of which will be specified in individual letters of appointment. Further guidance on probationary procedures is published at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr).

Further information on the terms and conditions specified in this document and other staffing policies and procedures can also be found at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr).

### 2. SALARY

Appointments are made at an appropriate salary point on the University's grading structure, with initial placing determined according to qualifications and experience. Increments are paid to staff on 1 April each year, when the employee has a minimum of 6 full months of service, allowing progression to the next point on the salary scale until the top guaranteed point of the scale is reached.

Salaries are paid directly to staff members nominated bank account, normally on the second last working day of the month.

### 3. HOURS OF WORK

Working time is that required to fulfil the duties of the post. The duties are: research, teaching, knowledge exchange and administrative activities organised by agreement with the Head of Department/School/equivalent to produce a reasonable balance of commitment between these duties. The University Court recognises that Academic Staff carry out these duties in a wide variety of ways, but expects student contact to take place on the campuses during normal working hours on week days. There are exceptions to this pattern which may involve student contact at other locations or in the evenings, or at the weekends, but these arrangements will be made with the agreement of the member of staff concerned and may involve additional payment.

### 4. HOLIDAYS

Annual leave entitlement is 31 days per year to be taken by agreement with the line manager. For staff members working on a part-time basis, holidays will be calculated on a pro-rata basis. For calculation of entitlement, annual leave accrues on the basis of 2.5 days per complete calendar month to be taken within the leave year which begins on 1st October.

In addition to annual leave there is an entitlement to eleven public holidays per year which should be taken on days that the University is closed for this purpose. The University presently closes for four additional days over the Christmas and New Year period. **These additional days count against the annual leave entitlement.**

Annual leave and public holiday entitlements should be taken in the leave year to which they relate. Up to five days leave can be carried forward into the new leave year subject to line management agreement. In exceptional circumstances, Heads of Department/School/equivalent may approve carry forward of accrued annual leave in excess of five days.

The University's expectation is that staff take all accrued holidays prior to their termination date.



## 5. SICKNESS ABSENCE

During any period of absence through illness or injury provided the appropriate notification and certification procedures have been followed the University will pay a member of staff (having taken account of the aggregate of all periods of absence due to illness during the twelve months immediately preceding the first day of the current absence) as follows:

<b>Period of Continuous Employment at start of absence from work</b>	<b>Full Pay</b>	<b>Half Pay</b>
Less than 1 year	1 month	1 month
1 year but less than 2 years	2 months	2 months
2 years but less than 3 years	4 months	4 months
3 years but less than 5 years	5 months	5 months
5 years or more	6 months	6 months

In order to manage the University's sick pay scheme the University requires to maintain sickness absence records on individual members of staff. When making payments after the expiry of statutory sick pay the University will deduct an amount equivalent to any benefit normally payable by the Department of Work and Pensions. For full details on the general University policy in this area please refer to the Sickness Absence Management Policy at [www.strath.ac.uk/staff/policies/hr](http://www.strath.ac.uk/staff/policies/hr).

## 6. PENSIONS

New members of staff, under age 75, will be admitted to membership of the Universities Superannuation Scheme on taking up appointment unless they notify the University in advance, at the point of signing their contract letter, that they do not wish to be admitted to membership of USS. USS requires a contribution from the member (currently 6.5 per cent of salary for the Career Revalued Benefits section of the scheme and 7.5% for the Final Salary section of the scheme), to which a contribution of salary is added by the University as required by USS. If a new member of staff has previously been a member of USS and rejoins the scheme on or after 1 October 2011 they will be eligible to re-join the Final Salary section of the scheme if they:

- left before 1 October 2011 and have deferred benefits in USS and are re-joining before 1 April 2012; or
- leave the Final Salary section after 30 September 2011 and rejoin the scheme within 30 months of leaving.

New members of staff may opt out of USS within three months of taking up appointment and will then be treated as if they had never been members. After three months members of staff who wish to withdraw from USS during their employment will be required to give a minimum of 28 days' notice in writing to the University. Any member of staff who wishes to opt out should contact the Pensions Section in the first instance.

A new employee's guide to joining USS is issued with the offer letter. Full details of the Scheme are available for reference purposes at the Pensions Section of Finance Office, John Anderson Campus.

## 7. PLACE OF WORK AND RESIDENCE

Members of staff will be based on the John Anderson Campus, unless otherwise stated in the letter of appointment. The Department/School in which the post is initially placed will be specified in the letter of appointment although there will be an expectation to work at such other places as required in the course of employment.

If the need arises for members of staff to work outside the UK for a period (or periods) of more than one month then such arrangements will be subject to mutual agreement. Members of staff would then be provided with a statement in advance setting out the terms covering such periods of employment.

The University does not normally place specific restrictions upon the place of residence of members of staff. All staff are, however, expected to reside in a location which is compatible with the satisfactory fulfilment of all the duties associated with their appointment.

## 8. CONSULTANCY/FURTHER ACTIVITIES

To support the strategic objectives of the University and to facilitate individual professional development, the University encourages staff to engage in professional activities with outside bodies related to their field of work. In many cases, such activity will be approved on the basis that it represents University knowledge exchange activity and should therefore be treated as part of the individual's overall workload and managed through the University's systems. It is also recognised that there will be some cases where an activity is entirely separate from the University and should thus be notified/approved as a personal business activity. For further information please refer to the "University Procedure in relation to Work for Outside Bodies including Consultancies", which forms part of the employment contract and can be accessed at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr)

## 9. DISCIPLINARY AND GRIEVANCE PROCEDURES

Further information on the University's disciplinary and grievance procedure can also be found at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr) or on request from Human Resources.

## 10. NOTICE AND TERMINATION

The employment of a member of staff is terminable by at least three months' notice, in writing, on either side; termination dates are normally 31 March, 30 June, 30 September and 31 December. If notice is being given by a member of staff earlier release may be granted if this can be arranged without detriment to the work of the department or area. If the appointment is for a fixed term it will expire at the end of the period without the necessity for notice. Staff whose appointment has so terminated shall not normally be regarded as having been dismissed or removed from office in circumstances to which the terms of Ordinance 4.3 shall apply. Fixed term contracts may be terminated by either party short of the expiry date by the serving of three months' notice in writing. The University is not obliged to continue a fixed term appointment beyond the employment period.

Revised May 2012

# Appendix 1

## SALARY SCALES FOR ACADEMIC STAFF

1 August 2011

<u>Lecturer A</u>	Grade 7	£32,901
		£33,884
		£34,895
		£35,938
		£37,012*
		£38,140*
		£39,257*
<u>Lecturer B</u>	Grade 8	£37,012
		£38,140
		£39,257
		£40,430
		£41,639
		£42,883
		£44,166
		£45,486
		£46,846*
		£48,246*
		£49,689*
<u>Senior Lecturer</u>	Grade 9	£46,846
		£48,246
		£49,689
		£51,175
		£52,706
		£54,283*
		£55,908*
<u>Reader</u>	Grade 10	£54,283
		£55,908
		£57,581
		£59,304*
		£61,078*

Note:- \* Contribution Points

January 2012  
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### Service Commitment to Applicants for Employment

#### Our commitment to you as the applicant is:

- Your application will be acknowledged *unless stated otherwise in the advertisement* within five working days of receipt. To enable us to meet this, acknowledgement postcards, where enclosed with further particulars, should be completed and returned with your application. Unless otherwise stated in the advertisement, you will also be informed of the outcome of your application as soon as possible.
- If called for interview you will be advised promptly and clearly of the interview arrangements. Your interview will be conducted in a businesslike and friendly manner and will comply with recognised good employment practice. To assist us in meeting our standards we ask that you promptly confirm your attendance (or otherwise) at interview and advise us of any change in your address or Curriculum Vitae.
- You will also be advised of any major delays in the appointment procedure. We will only approach referees nominated by you.
- You will be informed of the outcome of interview as soon as possible. If you are being offered a post you will be written to within 2 working days of the decision being taken. The offer will normally include a duplicate copy which you are required to sign and return to conclude the contract. **Payment of an appropriate salary is dependent on this.**
- We are committed to achieving the standards we have set and to receiving and acting upon constructive feedback from our clients.
- If you are not satisfied with the service you have received, please raise the matter in the first instance with the person with whom you have been dealing. This person will either deal with the complaint to your satisfaction or else advise you how to proceed next. If you feel that dealing with the matter in this way is inappropriate, then write to me at Human Resources, University of Strathclyde, McCance Building, 16 Richmond Street, Glasgow G1 1XQ, and I will respond.

Sandra Heidinger  
Director

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Human Resources  
University of Strathclyde  
John Anderson Campus  
McCance Building  
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