

Statement on Fair Work at Glasgow Women's Library

Introduction

Glasgow Women's Library (GWL) is committed to Fair Work principles and practice. GWL is unique, not only in its status as the UK's only Accredited Museum dedicated to women's history and as a valued part of Scotland's cultural landscape, but also in the way we work, and the equitable and effective organisational culture we have developed and embedded since our inception in 1991. GWL's origin story is built and sustained on values of equality, social justice and Human Rights. These values, and the principles of Fair Work, are reflected both in our work with GWL visitors, audiences and learners, and in our governance, management, leadership and wider working processes.

We continually strive to be a flexible, fulfilling and vibrant place to work, with high morale across the staff team; where employees are engaged in our purpose and aims, and supported through training and personal and professional development opportunities. Moreover, we have devised, pioneered and adopted feminist leadership and governance approaches that recognise, develop and model leadership skills and effective voice across GWL.

Increasingly, GWL's approaches are being noted as an exemplar. GWL is profiled as a model of good practice in the '*Illustrated Fair Work Guide*' recently published in March 2023 by Creative Scotland. In particular, GWL is cited in this publication as being strong in the areas of *Effective Voice* and *Fulfilment*. https://www.creativescotland.com/_data/assets/pdf_file/0010/95473/The-Illustrated-Fair-Work-Guide-First-Edition.pdf

This commitment to and statement on Fair Work stand alongside a raft of associated policies and procedures (for example, Equality, Diversity and Inclusion; Working from Home; Grievance; and Health and Safety), and internal frameworks that encourage individuals to be active in decision making, contributing their views and having a work experience that is fulfilling.

Effective Voice

We are profoundly committed to and work within an organisational culture that forefronts effective voice as a key feminist principle that we are all: '*equal as thinkers even in a hierarchy*'. This is based on an acknowledged hierarchy of *accountability* – rather than *power* – in the organisation. It accepts that there are different responsibilities and roles in relation to this accountability, but that our embedded organisational culture is always about agency of effective voice, and power being devolved across the organisation, rather than aggregated at the top. This leads to the empowerment of

workers, a strong culture of openness, encouragement and welcoming of discussion and transparency - and less opaqueness, retention of power and control. We believe that creating the conditions for workers to develop and utilise their skills enables everyone to play a fulfilling and active role in the organisation.

There are a number of individual and collective means that facilitate effective voice - that encourage open dialogue and are action focused, where the whole team, whether a Director or a Cleaner, can pro-actively contribute. We have created an environment that is conducive to positive communication, where staff views are actively sought, listened to and make a difference. Our organisational mechanisms and collaborative decision making ensure transparency, allow for the exploration of ideas, and allow us to build and sustain organisational resilience and confidence. These include:

- Creative Clusters, involving a mix of staff team members, Board members and volunteers. There are several Creative Clusters, focussing on 'Active Welcome', 'Reader Development', 'Collections', 'Our Space and Design', 'Fundraising', 'Feminist Leadership and Governance', 'Tech', and 'Green / Environment' work. Creative Clusters provide focussed space and dedicated time for personnel across the whole organisation who have an interest in a particular area (including those outside their Job Description), for thinking, research, discussion and developing rationales - and to initiate actions, whether strategic or operational - in addressing cross-organisational topics, specifically those that are 'stuck'. Alongside the generation of solutions that benefit all, staff, Board members and volunteers have the opportunity to work together and hear each other's perspectives.
- Fortnightly staff team meetings, where every individual is heard, collective feedback and discussion take place, ideas and actions are developed.
- Programme Planning and Programme Reflection meetings (three times a year) – shaping our seasonal public events programmes involves the whole team, and is not siloed to the Curator or one 'education' or 'engagement' worker / team, as is common in many mainstream museums and arts organisations.
- Strategic Planning, with the whole staff team and Board of Directors involved in having input into the organisation's three year Strategic Plans, so that everyone feels agency and ownership of these. This last took place on 13th September 2023, when 24 staff and Board team members came together to identify the Strategic Aims and Objectives for GWL for 2024-2028.
- Equality, Diversity and Inclusion (EDI) Action Planning – staff team members and the Board of Directors are all involved in setting the priorities towards organisational EDI ambitions.
- Training Priorities Group, comprising staff team members that have self-selected to be involved, along with the Directors, in identifying organisational training priorities and ensuring that these are delivered across the team. Currently, priorities identified are Gender Complexity, Trauma Informed Working and Anti-Racist Working.

In addition, we have established a 'Coaching Culture' at GWL, with 16 staff trained in Relational Dynamics Coaching. Regular one-to-one peer coaching takes place, along with regular Action Learning Sets.

There is a clear line management relationship, with regular 1:1 Staff Support and Supervision sessions comprising two-way dialogue, along with an Annual Appraisal that is employee focussed, with employee fulfilment foregrounded. Support meetings are not performance related, but focus on supportive dialogue, listening, effective worker-manager relationships, and personal and professional development ambitions. The Directors also operate a flexible 'open door' approach to working so that any staff member in need of support or discussion is able to meet with them outwith scheduled meetings.

There are no Collective Agreements with Trade Unions, since employees are in different Unions, and some are in none – but it is made clear at induction that all employees can join a Trade Union, and indeed employees are encouraged to do so.

Recruitment, Training and Development Opportunities

GWL operates fair and transparent recruitment processes, with all job opportunities advertised internally through email.

We continue to invest in training, learning and skills development opportunities for all staff, focusing on organisational priorities and individual personal growth and development. This is reviewed and discussed on an ongoing basis through 1:1 Support and Supervision sessions between employees and their Line Managers, and at Annual Appraisals.

Respect, Security and Safety in Employment

GWL is committed to creating a healthy and safe environment, where individuals' wellbeing is actively supported. GWL profoundly believes that staff are entitled to be treated with respect and dignity at work, and also that staff have a personal responsibility for ensuring that they treat others in the way that reflects organisational values.

Any workplace bullying, abuse or harassment will be robustly addressed. Issues, disputes or grievances have clear routes for resolution at both individual and collective levels, and will be dealt with fairly and in a timely and constructive manner, giving confidence that, whatever the outcome, fair processes have supported fair resolution.

GWL has been an Accredited Real Living Wage Employer since 2016, paying at least the Real Living Wage to all directly employed staff, including those aged 16-17 and apprentices. There are no Zero Hours Contracts in the organisation. We offer meaningful, fulfilling work that provides a reliable income, with secure Contracts of Employment, Sick Pay and Employer Pension Contributions, and with salary bench-marking undertaken with reasonable regularity, as determined in the Strategic Plan (this will next be conducted in 2024/2025). GWL offers flexible and family friendly working practices for all workers from day one of employment, and supports a healthy work / life balance.

This commitment to Fair Work is confirmed by the following, as representatives on behalf of the Staff Team and the Board of Directors at Glasgow Women's Library:



Gabrielle Macbeth, Volunteer Co-ordinator, and staff representative for the Green Creative Cluster



Kirstin Halliday, Administration Worker, and staff representative for the Active Welcome Creative Cluster



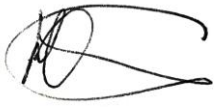
Wendy Kirk, Librarian, and staff representative for the Collections Creative Cluster



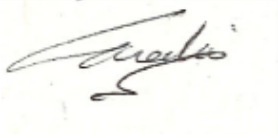
Annika Norrvik, Facilities Manager, and staff representative for the Our Space and Design Creative Cluster



Farzane Zamen, Production Co-ordinator, and staff representative for the Feminist Leadership and Governance Creative Cluster



Helen MacDonald, IT Worker, and staff representative for the Tech Creative Cluster



Caroline Gausden, Development Worker, and staff representative for the Fundraising Cluster



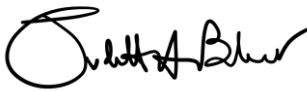
Sue John, Director of Operations, Resources and Enterprise



Adele Patrick, Director of Creative Development, Delivery and Engagement



Syma Ahmed, Development Worker, and staff representative for the Reader Development Creative Cluster



Jude Barber, Chair of the Board of Directors