University of Glasgow

2013 - 2018

People & Organisational Development Strategy

Delivering excellent research

Delivering an excellent student experience

Enhancing global reach and reputation

1. Introduction

Glasgow 2020: A global vision sets out our strategy to enhance the University of Glasgow's position as one of the world's great broad-based research-intensive universities. This five year plan identifies our key priorities and intentions to improve our standing nationally and internationally whilst maintaining existing and developing new, world leading activities.

The main strategic themes are:
- Focus on students' and researcher funders' needs
- Encouraging a multi disciplinary approach that will confirm Glasgow as a world leading institution
- Extending our global reach to become a truly international university

These have been translated into the following key actions:-
- Delivering excellent research
- Delivering an excellent student experience
- Enhancing global reach and reputation

The People and Organisational Development Strategy sets out our plans, our ambitions and our commitment to all staff across the University. The strategy details the way in which we intend to work with staff, line managers and other stakeholders to help everyone reach their potential.

Our staff are instrumental in the realisation of Glasgow 2020: A global vision. Our continued success is dependent upon the quality and commitment of our staff, in achieving our collective vision and delivering these key actions. We are committed to nurturing and developing our people and maximising the opportunity for everyone to contribute to attaining these aspirations.

2. Context

The University structure provides flexibility in our ability to rapidly respond to opportunities in an increasingly competitive and constantly changing environment. Our effectiveness and success is dependent upon our staff and providing them with the opportunity and incentive to contribute to the delivery of change in achieving University ambitions.

Our values define the way we work. As an organisation we work most effectively when we are motivated by a common set of shared values, which are reflected in the attitudes and behaviours of our staff. We will promote, and encourage our colleagues to adopt, the shared values of:-

Integrity
Credibility
Openness
Success

Working with staff and sharing these values will be increasingly important over the planning period as we work with and support each other to respond to the challenges ahead. Our HR service related values and service commitments, consistent with those of University Services, are outlined in Appendix 1.

People strategy overview

The People & Organisational Development Strategy is directly aligned with the University's strategic plan and we plan to engage all our staff in developing a sustainable and high achieving workforce within an environment that is conducive to attracting and retaining the 'best'. Our focus is on developing an organisational culture that values diversity and ensures that our people have meaningful and challenging work, that they are effectively developed and motivated to perform highly, have their contribution appropriately recognised and competitively rewarded, thereby realising University objectives and aspirations.

Collectively the Human Resources function has committed to:-

3. Our vision

To attract, engage and enable people through influencing inspirational leadership facilitating a dynamic, ambitious and supportive culture.

4. Our mission

To provide an excellent and proactive service aligned with our strategic objectives that values staff and develops their careers in a supportive culture to achieve success.

5. Our strategic themes

We are committed to working in strategic partnership with our staff, our leaders and the campus trade unions in developing an organisational culture that embraces change and seeks continuous improvement.
A number of key strategic themes underpin the People & Organisational Development Strategy:-

1. Attract and retain high quality staff
2. Strategically align individual performance & development planning
3. Build leadership capacity and ensure capability development
4. Reward excellence through equitable & fair pay
5. Embed Internationalisation
6. Maximise staff engagement
7. Support cultural transformation

Progress has been made in priority areas and further development and areas for action have been identified around each of these objectives. Some initiatives support the achievement of multiple strategic themes. Equality and diversity is embedded and integrated throughout all aspects of the People & Organisational Development Strategy in ensuring that equality of opportunity, associated monitoring, evaluation and impact assessment is embedded in our policy and practice.

6. External & internal context

This strategy will be delivered in the context of a number of internal and external factors:

- Political uncertainty in relation to Scottish independence and UK membership of the EU.
- An increasingly competitive and global market in terms of staff and students.

- Changing workforce demographics with an ageing population and increasing pension costs.
- Delivery of key actions: a high quality student experience; delivering excellent research and providing efficient and effective services in a challenging funding environment.
- Potential dismantling and uncertainty over national pay bargaining.
- Technological advances and alternative approaches to teaching delivery.
- Shifting legislative and immigration landscape within the UK.
- Increasing staff and student expectations in respect of flexible approaches to work, learning and work-life balance.
- Compelling need to maximise employee engagement.

The strategy has been developed in consultation with and the engagement of the human resources staff across the Campus and members of the wider University community, including SMG, HR Committee and the recognised trade unions. This has involved substantial self-reflection and assessment of progress to date and an evaluation of strategic risk to ensure full and comprehensive coverage of relevant initiatives to support the achievement of Glasgow 2020: A global vision and beyond.
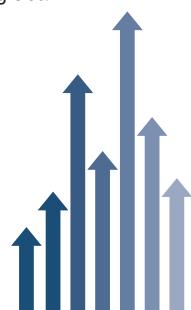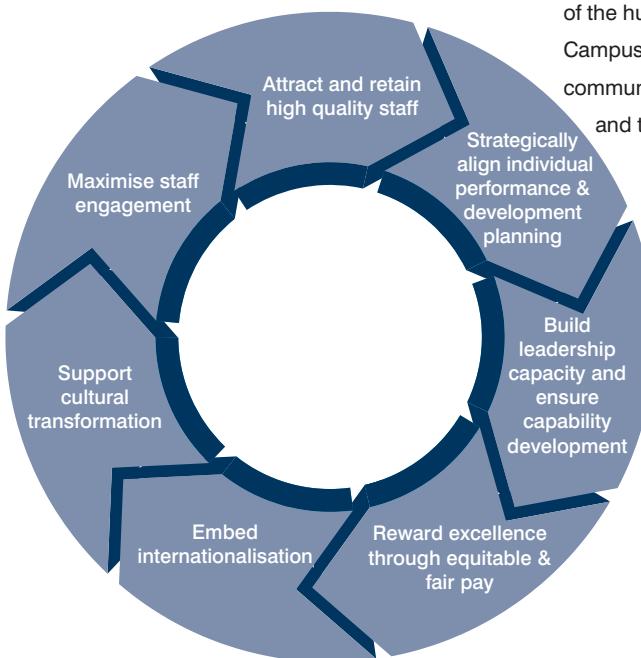
7. Our strategic objectives

1. Attract and retain high quality staff

It is vital that we attract and retain a globally diverse community of high quality staff at all levels with the relevant knowledge, skills and competencies to achieve excellence in order to realise University ambitions and effectively compete in a global market.

We have:-

- Attracted and retained high quality staff to deliver the University Strategy through the application of best practice approaches to recruitment and retention.

- Significantly enhanced recruitment & selection policy and introduced web based approaches to provide a client focused approach and position the University of Glasgow as an "employer of choice", maximising the attraction and relocation of high quality staff.

- Developed direct relationships with media providers to negotiate and purchase advertising space in order to maximise the impact of advertising revenue and value for money.

- Successfully secured UKBA Sponsorship status in 2009 and awarded Highly Trusted Sponsorship status in December 2012.

We will:-

- Develop and implement an International Recruitment Policy and targeted social media strategy to attract world class 'academic' staff applying fair and transparent employment 'packages', and access to early career development path with a view to increasing international staff profile to 20% by 2014/15.

- Introduce an effective international recruitment marketing strategy to enhance reputation and refine awareness of the University of Glasgow employment brand and increase the profile of the University as an 'employer of choice'.

- Embed and implement induction and probation processes to enable new recruits to engage and develop into their roles, as efficiently and smoothly as possible.

- Further develop flexible support mechanisms for new staff including the provision of tailored relocation and orientation support.

- Review current approach and integrity of future e-recruitment system whilst further enhancing candidate/client experience.

- Provide a working environment where workload is effectively and equitably distributed, where managers and staff are engaged in meaningful, challenging and stretching though achievable workload activities, including recognition and appreciation of work-life balance.

- Seek to retain our talented staff through the provision of personal development opportunities, staff engagement activities, high-quality leadership and a positive progressive workplace culture.

2. Strategically align individual performance and development planning

Through personal learning and development all staff should fully understand their role and have the opportunity to contribute to strategic delivery. This will be achieved through the alignment of individual performance objectives with College/School/Research Institute/Service plans. We will provide staff with an enabling environment to realise their full potential and career aspirations through effective talent management and succession planning.

We have:-

- Clearly defined job expectations and academic performance criteria to encourage desired behaviours and outcomes.

- Enhanced PDR framework to recognise excellent performance and provide effective feedback, objective setting and establish a clear link between team and individual responsibilities consistent with University goals.

- Provided staff with the opportunity to acquire skills and knowledge to perform a full range of duties and take responsibility for their own self-development.

- Supported and developed leaders, line managers and reviewers to improve capability and facilitate effective performance review.

- Introduced promotion criteria and an effective career track for academic staff to enable development planning and progression.

We will:-

- Define, and communicate expectations and performance standards for professional services staff within Colleges and University Services to maximise performance and enable career progression.

- Ensure PDR links individual objectives to University goals.

- Align individual development and career aspirations through effective talent management and succession planning to positively impact upon organisational efficiency and effectiveness.

- Deliver a holistic approach to career development across campus through application of appropriate programme frameworks i.e. Early Career Development programme (ECDP), Researcher Development Framework (RDF), web based PDR environment, etc.

3. Build leadership capacity and ensure capability development

Maximise the capability of all our staff and build leadership capacity through the application of a comprehensive Organisational Development framework to build world class strategic leadership.

We have:-

- Developed a leadership and management framework for line managers at all levels to enable and facilitate the effective management of teams.

- Introduced an organisational development framework to ensure all staff are fully developed and supported in their roles.

- Introduced employee relations policies that are simple, consistent and apply to all staff e.g.competency, capability, management of organisational change, etc.

We will:-

- Fully implement the Organisational Development framework.

- Define University leadership behaviours and competencies necessary to support the achievement of our strategic ambitions.

- Support and build world class management and leadership capacity/capability to develop talented and inspirational leaders to support collaborative working, build resilience and embrace change.

- Develop effective mentoring and coaching support for academic and other staff throughout their career.

- Manage and develop effective framework for early career researchers in accordance with the Researcher Development Framework.

- Introduce behavioural based framework to support effective performance management, career development and succession planning.
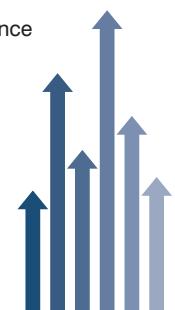
4. Applying equitable, flexible and fair pay and performance systems that reward excellence

A flexible and responsive approach to reward and the ability to recognise excellence is paramount in the provision of globally competitive 'employment' packages to distinguish the University as an 'employer of choice'. Staff can expect equitable, fair and transparent pay and benefits.

We have:-

- Effectively implemented the Framework Agreement including common pay spine, consistent job evaluation, harmonisation of terms and conditions of employment and performance related pay through objective application of reward and recognition.

- Introduced zone based pay and reward structure for professorial staff and banded structure for grade 10 administrative staff in 2012, reflecting performance related pay principles aligned to strategic deliverables and Russell Group benchmarks.

- Maintained effective oversight of 'People' costs in the interests of ensuring future growth for the University. 'People' costs currently represent 53% of total turnover; these have been maintained at less than 60% for 5 years.

- Effectively implemented tax efficient salary sacrifice arrangements for all staff e.g. Benefits Plus.

- Undertaken regular equal pay monitoring and associated action planning including relevant reward policies i.e. Market Supplement, Reward & Recognition, etc.

We will:-

- Seek to maintain 'People' related costs associated with reward strategy within median of Russell Group benchmark comparators below 60% as determined by strategic plans and ability to pay.

- Implement flexible remuneration packages conducive to the attraction and retention of high quality staff.

- Improve alignment between pay and performance for all job families.

- Implement a "simple to understand" total reward and flexible benefits framework for staff aligned to the University's strategy.

- Help staff to understand and engage with behaviour driven reward and related pay and non-pay policies.

- Reward excellent leadership behaviours through effective recruitment, remuneration and promotion strategies.

- Comply with UK equal pay and equality legislation.

- Develop and implement long term sustainable pension strategy.

5. Embed internationalisation

Engage staff in global reach activities and the promotion of a culturally diverse community. Maximise the attraction and retention of internationally leading staff and the delivery of Transnational Education.

We have:-

- Increased international staff numbers by almost 5% in the past 3 years to 17.1%

- Developed and introduced employment policies and related guidance to support the employment and secondment of staff in service delivery overseas in accordance with partnership agreements.

- Introduced initiatives to support the internationalisation strategy. e.g. Staff Mobility Programme, Glasgow Welcome online hosting resource, etc.

- Delivered comprehensive learning & development and equality initiatives, and supported international partnerships & collaborations with overseas institutions.

We will:-

- Continuously develop effective personal support service to 'new' and 'existing' international staff commensurate with provision for international students.

- Review effectiveness and utilisation of internationalisation online guidance for managers and staff to increase awareness, level of understanding and maximise coverage and opportunities to advance internationalisation strategy within and outwith the University.

- Ensure ongoing delivery of contractual obligations and country specific advice in future strategic partnerships and collaborations to further enhance University profile overseas.

- Introduce and maximise staff mobility and support networks in advancing internationalisation agenda i.e. effective mentoring/buddying system, etc.

6. Maximise staff engagement

Effective communication and the ability to engage our staff in the achievement of our strategic objectives are critical to our success. There is a strong correlation between the extent to which staff perceive a connection with their employer and its culture and high performance. This kind of engagement is positively influenced by factors such as effective leadership, empowerment, shared values, a supportive infrastructure and work-life balance.

We have:-

- Developed an internal communications strategy for all staff that incorporates 'best practice' and introduced an effective toolkit aimed at improving University performance in this regard.

- Encouraged leaders and managers to be receptive and responsive to creativity, constructive and honest feedback from staff and decisive in future action planning to deliver continuous improvement.

- Acknowledged a reported lack of engagement with the University on the part of some staff from staff survey feedback (Restructuring (2011), Staff Attitude (2012) and identified areas for future action planning.

We will:-

- Encourage all staff to embrace our values of integrity, credibility, openness and success to improve levels of trust and collegiality and a culture that respects equality and diversity.

- Strive to increase visibility of leaders and managers (members of SMG, CMGs and USM through systematic direct contact with staff.

- Develop and implement a reduction in 'bureaucracy', streamlining of core processes, ensuring consistent application of procedures and practices.

- Actively engage as business partners in contributing to the review of business processes to achieve efficient team and cross functional working to ensure appropriate deployment of staff.

- Identify successful flexible working patterns to improve efficiency and introduce flexible working and family friendly policies to improve work-life balance.

- Conduct regular employee opinion surveys utilising external provider to increase completion rates and act on survey outcomes.

- Work with staff to foster an inclusive, structured and transparent approach to decision making i.e. HoS/DRI, HOSA/RIA fora, specific purpose working groups, etc.

7. Support cultural transformation

Develop a dynamic, ambitious and supportive culture to anticipate internal and external challenges and deliver flexible evidence based solutions informed by our staff.

We have :-

- Developed and mainstreamed Equality and Diversity Strategy and gained Athena Swan Bronze award in April 2013.

- Established and maintained effective joint partnership working relationships with campus trade unions.

- Built global networks and established relationships with relevant partners to enable benchmarking, facilitate best practice and maximise University performance e.g.Universitas 21, Russell Group, UHR, etc.

- Provided a range of services to support and encourage staff health and wellbeing.

- Introduced streamlined web based HR payroll system to improve organisational efficiency.

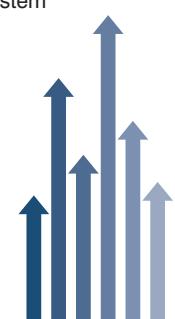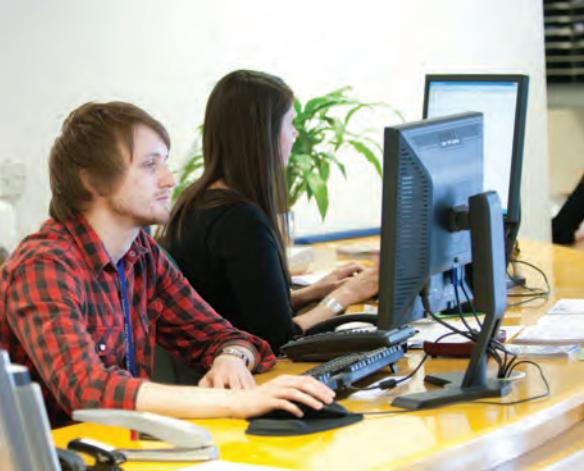- Achieved HR Excellence in Research Award accreditation.

We will:-

- Clearly articulate and promote behaviours among all our staff that are compatible with the aims and values of the University.

- Deliver Equality and Diversity Strategy and accreditation e.g. Athena Swan.

- Adopt progressive employment practices, developing accessible and simple to use HR policy framework.

- Cultivate relationships with partner organisations, benchmarking performance metrics/trends and KPIs to inform decision taking, future workforce planning and improve data integrity.

- Further develop positive and constructive employee relations with trade unions and staff and implement single table arrangements.

- Develop a workplace culture that encourages staff to think innovatively, generate ideas and undertake continuous improvement to our services & processes.

- Proactively promote staff health and wellbeing ensuring appropriate mechanisms are in place to support staff and maximise attendance at work.

- Implement appropriate University wide academic workload modeling system to enable transparency and consistency of approach to fair workload allocation.

Appendix 1

Key performance indicators

Proposed KPIs are listed below (additional KPIs are planned).

1   Recruitment
2   P & DR
3   Staff absence
4   Equal pay
5   Academic promotion
6   International staff numbers
7   Engagement

HR values and service commitments

Our Values (consistent with those of University Services)

Credibility - reputation built on delivering effective pragmatic professional solutions.

Openness - our inclusiveness embraces diversity valuing and respecting the perspectives and contributions of our colleagues and students

Success - maximising potential of our people to achieve results and deliver success

Integrity – consistent, honest and fair, mutually respecting diverse interests and abilities working effectively together towards a common goal.

Innovation – facilitate creative solutions and a culture of continuous improvement

Our Service Commitments

- Conducive 'People' framework to advance the University's ambitions
- Professional 'User' focused service that meets client and University needs
- Effective support to enable success
- Service culture that is responsive, transparent, efficient and innovative