



University
of Glasgow

PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

2020-2025



WORLD
CHANGING
GLASGOW

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WELCOME

1. Welcome from the Executive Director

The University has ambitions to build on its world changing reputation, transforming lives through ideas and action, an outstanding student experience, a world-class learning environment and a world-leading research culture in which people and careers will thrive applying a resolutely international and partnership led approach to tackling major societal challenges.

Bringing exceptional people together by a shared purpose, shared values and the desire to make a difference aligned with these ambitions has enhanced our position as a globally competitive high performing institution and afforded us our reputation and our place in the rankings. Successive strategic campaigns, Glasgow 2020: A Global Vision and Inspiring People - Changing the World enabled us to scale new heights in delivering world leading research, an excellent student experience and realising key performance metrics.

Our highly talented people have been instrumental to this success and the University's World Changers Together: World Changing Glasgow 2025 sets out our future plans. Living our shared values in an enabling organisational culture and attracting and developing exceptional people who share this vision in transforming the way we work will be central to achieving these ambitions.

The People & Organisational Development Strategy has been developed collaboratively, through extensive scenario planning, risk assessment, horizon scanning, and consultation with key stakeholders both within and beyond the institution. It has been informed by the key business drivers and other change enablers, which have shaped our approach to moving forward. The result is a clear narrative anchored in supporting the delivery of the University strategy through the three strategic people themes of:

- Living our values
- Maximising organisational capability
- Delivering an excellent employee experience

We continue working to mitigate impacts from and to build on the learning from key people related risks to the University – never quite so intensely tested as in the light of a global pandemic.

The strategy defines our aspirations and commitment to delivering meaningful strategic business partnerships and service excellence. We will cultivate our culture and grow our organisational capability, aligning strategy, structure, processes and people. Our ultimate goal as always is to maximise individual potential and institutional performance with people and our wellbeing at the heart of change for the next five years.

Christine Barr
Executive Director



STRATEGIC OVERVIEW



2. Our University of Glasgow Strategy

World Changers Together: World Changing Glasgow 2025 sets out our highly ambitious plan for the forthcoming strategic planning cycle having been shaped and informed by a broad spectrum of opinion that has determined our strategic direction in a context of economic recovery, compounded by the impact of global pandemic on the HE sector in Scotland, the UK and worldwide.

We are already firmly established as part of the world's top 100 universities. Our vision for the next decade of our journey is to make Glasgow synonymous with discoveries, innovations and leadership of global importance.

The strategy explicitly targets action(s) over the next 3-5 years in the context of our world changing vision beyond this period in a detailed delivery plan developed in consultation with our staff, students and partners.

Our vision is to be The world-changing University.

Our purpose is transforming lives through ideas and action.

Our mission is to bring a community of world changers together.

OUR VISION TO BE THE WORLD-CHANGING UNIVERSITY

In recent years, our outstanding disciplinary breadth and expertise has enabled us to make world-changing advances in fields as diverse as medicine, physics, linguistics, and public policy. While the disciplines vary, the key to our success has been consistent: talented staff and students pushing back at the boundaries of

knowledge and understanding together.

World Changers Together supports the long-term realisation of our vision by recognising the fundamental importance of a culture of open co-operation – not just as colleagues and mentors or students and teachers, but as a community of discovery that reaches beyond its walls and draws inspiration and strength from its connections and partnerships worldwide: excellence that's part of something bigger articulated across the following key themes:

Community
People-centred - globally engaged

Connectivity
Collaboratively minded - digitally enabled

Challenges
Solution-focused - impact oriented

2.1. Our Values

Our Values are grounded in our shared vision as The World Changing University – a University that reaches beyond boundaries to provide solutions to ‘real-world’ challenges. We enable our vision by augmenting our existing strengths and developing new capabilities in an enabling culture that inspires and empowers, puts people first and where leaders display and uphold our values and behaviours.



Ambition & Excellence

- We strive for excellence through our work
- We defend academic freedom globally
- We recognise and celebrate shared success
- We have an unrelenting focus on development

Curiosity & Discovery

- We innovate and solve problems together
- We lead by influence and example
- We engage with lifelong learning and personal development
- We learn by our mistakes

Integrity & Truth

- We uphold honesty, integrity and fairness
- We share our work widely and generously
- We do the right thing, not the easy thing – or we don't do it
- We take responsibility

Inclusive Community

- We are one Glasgow team and we care for and respect one another
- We advocate for diversity and believe in variety as a vital part of a healthy university
- We champion education as an engine for social progress
- We practice and advance sustainability

These shared values have been developed following consultation with a wide range of colleagues and with the leadership of the University's Senior Management Team. Each of our values is aligned to behavioural expectations for which we are each responsible – owning and holding ourselves to account for the way that we behave and interact with each other.

OUR PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

3. People & OD Strategy

The University's People & Organisational Development (OD) Strategy (2020-25) aligned with its **World Changers Together** plan, sets out our strategic imperatives and priorities for our service for the next five years. The Strategy leverages the opportunities and mitigates the risks from a people and organisational development perspective, that arise from an increasingly globally competitive Higher Education market and against a backdrop of the most testing economic climate for decades.

Building on our strategic achievements in previous planning cycles, we highlight key areas of progress thus far in attracting, engaging,

developing and retaining highly talented people together with our collective contribution to maximising organisational performance in realising institutional goals.

Nurturing an organisational culture consistent with our shared values and behaviours (defined via the Glasgow Professional Behavioural Framework (GPBF)) will be an essential feature of this forthcoming cycle which is imperative to the long-term sustainability and success of the World Changing University. This provides the foundation to take the institution to the next level through the strategic people themes that have been identified:- **Living our Values;** **Maximising Organisational Capability** and delivering an excellent **Employee Experience**.

Evidencing our 'value for money, cost-consciousness and sustainability' agendas will feature strongly in optimising organisational size and shape, intensified by the impact of the 2020 Covid-19 pandemic. We will support standardised delivery alongside the World Changing Glasgow transformation team, and lead key organisational re-design and alignment projects across our structures with associated capability building. In particular, we focus on addressing a number of priorities through digital and agile platforms with mixed modes of delivery and engagement, working collaboratively in strategic partnership with our clients, delivering service excellence in an empowering culture that values inclusion and wellbeing.



3.1. People & OD Strategic Overview

The graphic representation above is intended to illustrate how our world changing mission and strategy (through the University's key strategic themes: Community, Connectivity and Challenges for the 2020-25 strategic planning cycle) are supported by our values (as outlined in Section 2.1) and our strategic people themes (as set out in Section 3.4).

Throughout the course of this strategic plan cycle, the service will fully transition to a People & OD function. The plan confirms our service proposition, our commitments to and from our colleagues, our structure and who we are. The strategy is supported by a Delivery Plan that sets out these actions in detail, those

responsible for delivery, our key performance indicators and the associated timeframes for implementation.

Members of the Senior P&OD Executive Team will lead the implementation of the strategy working with relevant project teams from across the function and more widely across the institution. The spirit of collaborative working with colleagues across the University is critical in the multi-disciplinary context in which we work.

Aligned with the World Changers Together plan, we are all responsible for implementing the strategy. We will engage with all of our key stakeholders across the institution to enable our service to meet the complex and future business needs of the University of Glasgow aligned with our organisational goals and ambitions.

OUR SHARED COMMITMENT

This visual sets out the principal responsibilities of individuals, managers and the University working together in concert in this way.

Individuals will...

- contribute to setting goals and objectives
- be clear on your role and your contribution to the team / School / Research Institute / Service / College
- understand the University's core values and model team in how you behave
- take responsibility for your performance and development
- keep yourself updated on matters relating to your role
- ask for (and expect) help when you need it
- seek to raise and resolve issues and challenges constructively and promptly, looking for solutions
- proactively seek out ways to change and improve the organisation for the better
- keep your management informed of progress and problems
- take advantage of learning and development opportunities
- respect health, safety and wellbeing policies
- promote your own health and wellbeing and use your leave entitlement
- support your colleagues and show consideration for others with different working styles and patterns
- be aware of and always maintain confidentiality where appropriate

The University will...

- involve you in setting strategy, goals and objectives
- help you understand how your role contributes to achieving this
- treat you with respect and courtesy
- promote and celebrate inclusion, equality and diversity
- provide constructive and effective performance and development frameworks
- engage you in dialogue on an ongoing basis and listen to all views without repercussion
- acknowledge and recognise your achievements
- actively design, refresh and promote health, wellbeing and safety policies
- provide access to information and appropriate support
- ensure workloads are reasonable and achievable
- create varied opportunities for learning and development for all staff
- conduct a full induction when you join

Managers will...

- role model the University's values and the GPBF in your leadership of the team and how you go about your work
- talk to you regularly about goals and objectives, progress and areas for improvement and agree SMART objectives with you that help balance workload and recognise wellbeing considerations
- provide clarity on 'ways of working' within the team, responsibilities and decision making
- celebrate your successes and communicate the team's progress
- raise issues proactively and constructively and support you to resolve them, addressing conflict where it may arise
- make time to discuss your development needs and support you to create a career development plan, putting you forward for development opportunities
- support you following training to apply what you have learned
- look for ways to include you in decision making
- engage you in regular dialogue and listen openly and without judgement to your feedback and ideas for improvements



3.2. Contextual Positioning

The implementation of our strategy has been influenced by a series of prevailing internal and external elements that will impact on our plan and anticipated strategic deliverables: strengths; weaknesses; opportunities; threats and addressing and overcoming these. They include:

- Changing staff & student expectations
- Demographic shifts & age profile
- Global competition & International Mindset
- Political ramifications – sector sustainability and restructure
- Challenging Funding Landscape
- Technological Change – Digital, Artificial Intelligence & Robotic Process Automation
- Sustainability
- Geopolitical Considerations
- Efficiency & Cost Consciousness

3.3. Our People & OD Journey – 2013-2020

Significant progress has been made in the successful delivery of our people plans over the past few years (in the previous two strategic cycles) aligned with the prevailing University strategy. We have delivered against a series of KPIs, consistent with institution-wide metrics, whilst enhancing the capacity and capability of our service through the acquisition of a professionally qualified talent base. This has strengthened our strategic business partnerships with Colleges and University Services in embedding and integrating 'value added' contribution through these accomplishments. As a service, we have a demonstrable track record of positively and meaningfully contributing to the achievement of institutional goals and maximising organisational performance evidenced through our progress in the HE league tables. Key highlights include:

Attracting Talent

• Successful implementation of end to end recruitment process review & organisational restructuring	User satisfaction ~97% positive
• Introduction of flexible remuneration & tailored employment packages in lucrative appointment strategy	✓
• Enhanced internal resourced talent attraction & executive search capability	External spend down ~£360k 92% of Grade 10 recruitment during 2019-20
• Track record of success in increasingly targeted & cost-efficient attraction strategy via social media platforms	✓
• Highly successful diversity & inclusion campaigns i.e. Full Stop campaign, Athena SWAN re-accreditation	✓
• Increased process efficiency & recruitment service performance	✓

Supporting Development

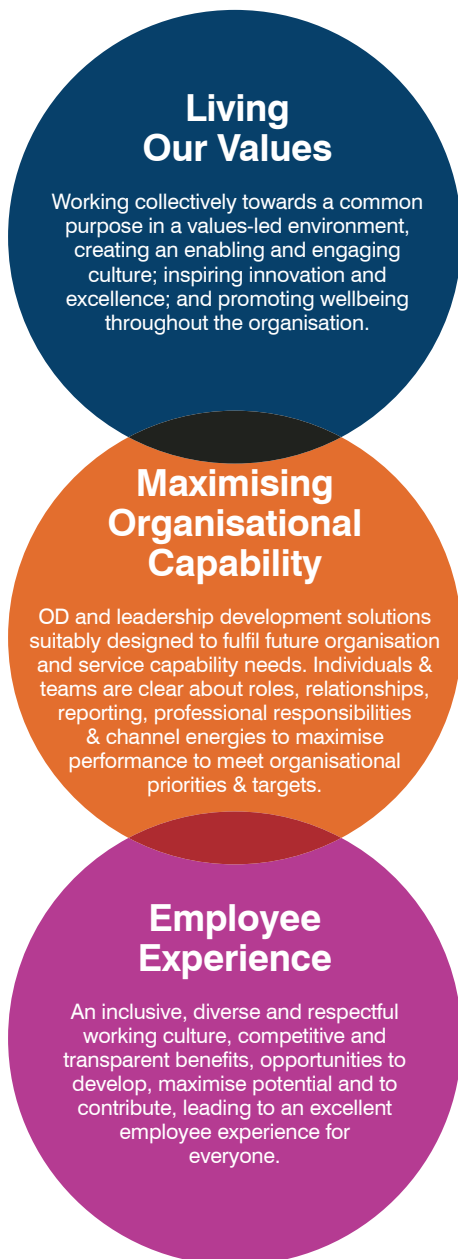
• Development and implementation of Glasgow Professional Behavioural Framework	In progress
• Engendering concept of Values-led culture	In progress
• Introduction of a digitally-enabled PDR platform	✓
• Further development of Academic Career Pathways – Research Scientists, etc.	✓
• Delivery of comprehensive Gender Pay Strategy & substantial reduction in pay gap	KPI target of 33.1% achieved by 2020 8.4% reduction in gap to 15.7%
• Integrated recognition & reward aligned with our high-performance culture	✓
• Enhanced Leadership development programme offering	In progress – e.g. ECDP has equalised progression for males and females G7-9

Leading Transformation

• Enhanced competence & capability of strategic BP concept at unitary levels and OD expertise	✓
• Delivery of multiple organisational change programmes and enabling culture initiatives	c.50 organisational change programmes implemented or ongoing
• Development and implementation of award-winning Leadership Behavioural Framework (2017 THE award winner)	✓
• Implementation of Engagement Strategy & related action plans (Staff Survey & Engagement Lead Network)	In progress
• Quarterly Strategic Review – KPI & service effectiveness monitoring focused on performance improvement	Embedded in governance
• Increased demographic trend & analytic capability & monitoring enhancing real time, data led strategically informed decision taking	As above
• Future scenario planning, horizon scanning and action planning	✓

3.4. Strategic Themes – 2020-2025

In shaping our People and OD strategy for the next five-year period, the Executive Team has determined the three main strategic themes that will guide our people plans.



Living Our Values

- **Shared values**
 - **An engaging & enabling culture**
 - **Authentic & adaptive leadership¹**
 - **Collaborating to deliver**
- Cultivate our values-led culture setting out the behaviours that define our way of working.
 - Ensure our leaders and managers champion and role model those values and behaviours, enabling everyone to live these and to take responsibility for challenging those who do not.
 - Build competent and confident teams of authentic leaders and managers who inspire and empower colleagues who feel valued and strive for excellence.
 - Nurture an enabling, engaging and inclusive culture through collaborative, innovative and creative working.
 - Identify, select and grow our leaders at all levels to drive leadership excellence and capability.
 - Work together towards a common purpose and through change to enhance capability at individual, team and systemic levels to deliver organisational priorities.
 - Enhance effectiveness of strategic business partnerships with a focus on collective leadership style and culture that prioritises relationships and networks.

¹Based on Heifetz, R and Linksy M, 2009.
See www.toolshero.com/leadership/adaptive-leadership

Maximising Organisational Capability

- **Attracting & developing talent to maximise performance**
 - **Service excellence – digital first**
 - **Embracing change & agility**
 - **Competitively positioned & globally connected**
- Attract (world leading) talent to optimise performance.
 - Provide organisational design capability to facilitate strategic workforce, talent management & succession planning to fulfil our future needs.
 - Engender a learning culture of continuing professional development that encourages staff to be accountable for their own personal development.
 - Develop & implement a well-designed & targeted learning & development framework aligned with our strategic priorities supported by regular career conversations.
 - Ensure succession planning and talent management is driven by business need to flexibly deploy our future and aspiring talent.
 - Provide expert advice and skills development in business change and transformation to support delivery.
 - Maximise high performance culture through personal effectiveness, while addressing under-performance, thereby nurturing & creating opportunity for future talent.
 - Harness the benefits of digitally enabled solutions, and support the workforce in embracing agile, flexible and business efficient working practices (reflecting learning from pandemic experience).
 - Deliver customer focussed, proportionate, simplified and standardised operating model that supports self-driven & shared service culture.
 - Build and sustain relationships and partnerships with other organisations to benchmark our performance, develop and evaluate our delivery against metrics, identify new practices, exchange information and deliver key projects.

Employee Experience

- **Embracing diversity & respecting difference**
 - **Promoting wellbeing**
 - **Compelling 'Employee Value Proposition'**
 - **Enabling development & opportunity**
- Nurture an inclusive, dignified and respectful working culture in which everyone is valued, recognised and praised for their efforts, and success is shared and celebrated.
 - Engender a conducive working environment in which health and wellbeing is an integral part, and its impact is considered strategically significant in the interests of our physical health and mental wellbeing.
 - Develop a compelling and unique Employee Value Proposition founded in our core values.
 - Provide affordable, transparent and simple-to-understand reward and flexible benefits which inspire performance and support talent attraction to deliver our aims.
 - Create professional career pathways to enable everyone to plan their career journey.
 - Build a strong engagement culture where everyone feels valued, heard and informed, and able to provide feedback through meaningful dialogue and active involvement.
 - Build on the strength of our partnerships with our recognised Campus trade unions/representative bodies in shaping a positive organisational culture to achieve our aspirations.

4. OUR PEOPLE & OD STRUCTURE

The People & OD service is structured as functionally aligned teams with the strategic Director / Head of each unit forming the executive team under the leadership of the Executive Director.

People & OD Directorate

University Services

College of Social Sciences

College of Science & Engineering

College of MVLS

College of Arts

Strategic Recruitment
& Talent Acquisition

Pay & Reward

Organisational Development

Employee Relations, Diversity &
Inclusion, Systems, Wellbeing

OUR SERVICE PROPOSITION

5. Our Service Proposition

We will lead and collaborate with our partners in delivering strategic outcomes through effective and efficient strategic business partnering. We will understand and respond to the needs of our leaders, managers and frontline colleagues. We will engage with colleagues and representative bodies, proactively contributing to the delivery of the complex, ever changing needs and future aspirations of the University.

We will regularly assess our progress in delivering the outcomes of the People & OD Strategy. We will continually review and improve our service delivery across the University in providing proactive, pragmatic and business-focussed advice and guidance to empower and develop our leaders and managers, and our colleagues to deliver.

5.1. Our Commitment to you

- We are diplomatic, discreet and operate with highest standards of professional conduct
- We are proactive, forward thinking and future focussed, horizon scanning to ensure currency of advice and support
- We provide (legally compliant) pragmatic advice and support driven by strategic priorities and prevailing business needs
- We empower others to make informed decisions based on accurate and real time information aligned with strategic deliverables.

5.2. Our future key performance indicators

1. Customer metrics

an overall internal 'satisfaction' measure including e.g. engagement (shared with External Relations)

2. Process metrics

measures of the efficiency and effectiveness of P&OD systems and processes, e.g. recruitment process review, right first time, etc.

3. Talent metrics

assessment of the effectiveness of our talent and progression/promotion performance e.g. campaigns, succession, development and inclusion measures

4. Financial metrics

quantifying the cost of P&OD processes and programmes e.g. improvements in value as a consequence of cost consciousness initiatives

5. Programme & project metrics

assessment of P&OD's delivery against key strategic initiatives e.g. delivery to time, cost and quality measures



6. P&OD STRATEGY PLAN ON A PAGE

The summary P&D plan shown below sets out some of the high level activities and outline timelines required to achieve the strategy set out in this document. It is owned by the P&OD Executive team and reviewed at least annually.

