INSPIRING PEOPLE TOGETHER

PEOPLE STRATEGY
2016 - 2020
Inspiring People - Changing the World, places our staff at the heart of our plans and our People Strategy sets out the key strategic themes and objectives through which we wish to harness our talents and our commitment to staff across the University, aligned with and to the realisation of our ambitions. Our People Strategy will be underpinned by a detailed implementation plan which sets out clear actions, timescales and measures of success.
The University of Glasgow is a very inspiring and exciting place to work and study. We all play a vital role in advancing the University’s aspirations to stimulate learning through outstanding teaching, lead discovery through world class research and create impact through innovative engagement.

The Human Resources function across the Campus will play an essential and instrumental role in partnering and supporting senior leaders, managers and staff to maximise their contribution to the delivery of our strategy and successfully operate in a globally competitive environment. We aim to attract and retain world leading talent, both staff and student, offering learning, development and career opportunities for all who play a part in achieving our vision – an aspiration that we can only realise through you.

We will strive to nurture and facilitate a working environment where all colleagues are equally valued, truly supported and duly recognised for their contribution. Human Resources will partner with the Senior Management Group, senior leaders, managers and staff to create an environment where we can all thrive. Facilitating and delivering change is challenging and our People Strategy clearly articulates the way in which our professional teams will both lead and participate in motivating the changes necessary to realise University ambitions through transformational leadership, engendering an inclusive high performance and enabling culture.

Christine Barr
Director of Human Resources
Changing the World sets out our ambition to build upon our current position and academic strengths to realise our vision as a world-class, world changing University. Our staff, our inspiring people, are placed at the very heart of our strategy in which Human Resources has a fundamental role to play in supporting all of us who work in the University to fulfil our potential and deliver on the ambitions we have set ourselves.

The current higher education landscape is globally competitive and highly challenging given the rapidly changing external environment and funding context in which we operate. This also offers new opportunities both within the UK and overseas.

The University of Glasgow has an impressive track record, and recent successes provide a solid foundation on which to accomplish our future plans through our people.

Our strategic plan focuses on providing our inspiring people with the support, development, infrastructure and environment to deliver University ambitions, further grow our reputation and enhance our position as a destination of choice for the very best staff and students, and partner of choice for research funders and other external stakeholders.

All our people, irrespective of their role, are instrumental in achieving our mission to bring inspiring people together to create a world-class environment for learning and research, empowering staff and students alike to discover and share knowledge that can change the world.

This document builds on the People and Organisational Development Strategy and associated plan set out in 2013. This detailed a series of goals and actions up to 2018, many of which remain relevant and remain in our new plan whilst taking into account the additional focus provided by the University’s Inspiring People Strategy.
A number of internal and external factors will influence the delivery of our strategy:

• Political uncertainty in relation to UK membership of the EU and continuing questions around Scottish independence

• Ever increasing global competition for talent

• Changing workforce demographics with an aging population

• Potential changes to pay bargaining and linking reward and performance

• Shifting legislative and immigration landscape within the UK

• Financial constraints; the need to maximise income and the efficient application of resources

• Increasing staff expectations in respect of flexible approaches to work and careers

• Compelling need to maximise employee engagement and empowerment

• Technological advances delivering opportunities for greater efficiency and changing work habits

• Maximising the benefits of the campus transformation for all our people
OUR APPROACH

The HR Service will operate in strategic partnership with leaders and managers across the University to deliver the Inspiring People Strategy. We will provide practical and professional tools and advice to meet the people needs of the University striving to attract and motivate the very best talent available.

We will model the values and behaviours required to actively promote a culture of empowerment and opportunity.

The People Strategy is directly aligned with the University’s Inspiring People – Changing the World Strategy connecting with our people throughout the career lifecycle.

Our activities support our people from attraction & recruitment through orientation & early career development, personal & professional development supported by performance & talent management to career development & succession planning.

We will nurture the highest standards of leadership to sustain a motivated and engaged workforce, fostering an inclusive high performance and client focused culture that balances the need for stimulating and challenging work with a healthy lifestyle.
VISION
Attract, empower and engage our people, cultivating inspirational leadership to realise our ambitions.

MISSION
Provide an excellent client focused service aligned with our strategic objectives that values our people, enabling the realisation of their full potential.
Human Resources will champion University Values - the shared motivations and beliefs which bring our community together across academic units and professional services.

UNIVERSITY VALUES

Our Focus
Making a positive difference for our people

Professional
Deliver strategically aligned solutions as partners for excellence

Passionate
Value, support and challenge our staff to do their best

 Progressive
Shape our vision of an innovative future together
STRATEGIC THEMES

Attracting Talent

Supporting Development

Leading Transformation
ATTRACTING TALENT

“We want to be an employer of choice for exceptional people.”

We will:

Build our employer brand as a global employer of choice and develop creative approaches to secure the best talent

Strategically target attraction of world class staff

Foster an inviting and inclusive diverse academic & professional services community for the benefit of all

Work in partnership with senior managers and academic leaders to deliver workforce plans

Develop induction approaches to accelerate the integration of new staff to our organisation and our values
SUPPORTING DEVELOPMENT

“We want our people to invest in Glasgow for the long term”

We will:

Drive a high performance culture in which individual development and career aspirations are supported and aligned to organisational goals

Enhance performance management to cultivate talent, drive excellent performance and address mediocrity

Nurture inspirational leadership embracing change and promoting a culture of accountability and collaborative working

Develop career pathways to enable long-term development, progression and succession planning

Ensure our remuneration strategy recognises performance and rewards positive behaviours
“A culture of excellence requires inspirational leadership at all levels.”

We will:

Articulate and embrace leadership and staff behaviours which support our values and promote a diverse, inclusive and enabling culture

Recognise and value engagement and achievement and celebrate success

Actively engage as Business Partners with senior leaders to truly transform the Campus through workforce evolution and organisational design

Empower and challenge staff within a quality environment to achieve excellence through shaping and delivering transformational change

Continuously develop systems, processes and organisational agility to ensure excellent service delivery

Actively engage and empower staff to act within a collaborative culture which encourages innovation and creativity

Build on our constructive employee relations climate with trade unions/staff within a progressive policy framework

Promote a healthy workplace and work-life balance
The People Strategy has been developed by the HR leadership team across the Campus and via consultation with the wider University community including SMG, HR Committee and the Trade Unions.

It draws directly from Inspiring People – Changing the World, which emphasises throughout the critical importance of the talent of all our colleagues.

We have critically reviewed our Human Resources offering and service provision identifying the key strategic initiatives which will support the achievement of University ambitions and fulfil the potential of our inspiring people.