Exceptional People: The Glasgow Professional

Passionate | Professional | Progressive
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**Director’s Introduction**

In its five-year Business Plan the Estate Department set out its ambitions to deliver a World-class Estate and excellent, effective, good-value services. At the heart of the Plan, and key to delivery of our ambitions, is our People: their talent, knowledge, skills and experience; and their passion, professionalism and commitment.

To support our People to consistently and effectively deliver excellence we have developed an ambitious People Plan. The Plan has commitments to develop our culture, build capacity, capability and skills and create a rewarding, engaging Department within which our People flourish.

In 2015/16 the Department’s People costs were £6.3m. In that period each colleague had 220 available work days and our total loss to sickness absence was 2347 days (7.51%) Based on our salary budget the total cost was approximately £475k before the additional costs to cover the work of those absent. More important however was the impact of absence on colleagues who are trying to offer a continuous, seamless service to our customers. We must improve this.

Delivering the challenging aims within our People Plan requires commitment from all of us:

- the Department will promote and support a positive, inclusive culture and create a framework to encourage exceptional performance; and

- all colleagues must take personal ownership and accountability for their performance, development, attitude and behaviours.

Together, we will develop a forward-thinking Department; to do this we must focus on a positive future and new strategic direction. To make the most of the opportunities in the years ahead we must continue to grow and develop as individuals and as a team, expanding our knowledge, skills and expertise.

I am confident that delivering this People Plan will support us all and will lead the Department forward to a position of strength.

*Ann Allen*

*Director of Estates*
Key Contextual Factors Influencing our People Plan

**Shared Vision**  Creating World Class Places (Inspiring Change : Delivering Excellence)

**Shared Mission**  Trusted, respected professionals working in partnership to deliver a world-changing Campus

**Shared Values**  Passionate | Professional | Progressive

Increased customer expectation

Commercial competition

Technological advancement

Ambitious University Strategy

Largest Capital Plan in University History

University People Strategy

The Glasgow Professional and the Leadership Behavioural Framework

Continuous Improvement and Best Value Framework

Legislative Framework
To achieve this Aim the Estate Department will:

Regularly review our Department and services to ensure they remain fit-for purpose, with roles and resources aligned to business needs and an effective blend of formal and informal structures

Collaborate and work in partnership across professional and organisational boundaries

Identify business critical roles and skills and explore ways to future-proof services through succession planning and skills development

Anticipate future operating and service-delivery models, develop intelligence-led service frameworks and examine opportunities for alternative delivery models

Recruit and retain the best people who display the core competencies, attitudes and behaviours and who deliver excellence
A Passionate, Professional and Progressive Team of curious, ambitious professionals who bring Strategy, Vision and Values to life

To achieve this Aim the Estate Department will:

Build a cohesive, supportive and inclusive community with improved levels of engagement, communication and satisfaction
Articulate University Strategy, Vision and Values in Business and Operating Plans
Embed a corporate approach in all services
Embed continuous learning and a culture of enquiry at the heart of our Department, learning how to learn and understanding how we can share lessons, skills and expertise for maximum mutual benefit
Develop opportunities for job enrichment, secondment, shadowing and interchanges, valuing these as a key learning and growth tool
Build commercial awareness and improve technological capability to maintain pace with competitors
Deliver a strong customer orientation with a “Right First Time” service ethos
Seek excellence, best value and continuous improvement through People, systems, processes and ways of working
Embrace volunteering and community engagement as part of our commitment to improved networking, corporate social responsibility and citizenship
Recognise contribution, showing appreciation for good work and openly celebrating success
Achieve a healthy work-life balance by delivering maximum productivity during work hours, achieving digital “switch-off” and protecting our personal time
PEOPLE THEME 3
AUTHENTIC LEADERSHIP

Formal and informal resilient role-models who are driven by our Values and have a natural ability to motivate and coach others to achieve excellence

To achieve this Aim the Estate Department will:

Recognise Leadership as a set of behaviours, not a position

Lead by example, embracing and practicing the principles of The Glasgow Professional and the University’s Leadership Behavioural Framework

Deliver high standards of authentic leadership which sustains motivation, engagement and resilience and where People are supported to adjust to new ways of working

Develop emerging leaders to build a breadth of experience and depth of expertise which enables them to lead with confidence

Influence and work in partnership across organisational boundaries, sharing responsibility for delivery of outcomes
To achieve this Aim the Estate Department will:

Clarify those with management responsibilities, defining where decisions are made and where accountability lies

Implement a suite of Managerial Performance Standards for all Managers, Supervisors and Team Leaders

Implement a robust approach to managing attendance, applying appropriate policies and procedures to achieve sustained improvement

Manage performance and development:

- Convey clear expectations of performance, behaviours and attitudes
- Set performance standards and/or objectives which support the measurement of evidence-based performance
- Identify gaps in knowledge and skills and apply appropriate development interventions
- Manage underperformance at an early stage, implementing Performance Improvement Plans or/Personal Development Plans for those required to demonstrate improvement
- Encourage exploration of development needs and aspirations, building ownership of personal learning and development and supporting People to prepare Personal Development Plans
- Delegate tasks and give People freedom to act without micro-management

Be accountable for the safety of the physical work environment and the management of risk
Impact/Measures

Learning/Development and Performance
- Compliance with Statutory and Mandatory training
- Number of development activities
- £ spent on learning and development
- PDR: completion rate
  performance assessment level
- Number of secondment/exchange/shadowing activities
- Number of Personal Development Plans/Performance Improvement Plans/Outcomes

Attendance/Absence
- Total loss to sickness absence

Bi-Annual Staff Survey
- Participation Rate
- Levels of satisfaction in:
  Learning and Development
  Leadership
  Management
  Communication
  Work-life balance

Communication and Engagement (Formal)
- Business and Operating Plans and Annual Review
- Month-end bulletins
- Programme of Team Meetings, Briefings and Events