



## World-Changing Glasgow Transformation

### 5 Questions for Professor Roibeard O Maolalaigh

**At this stage, what do you think is the most significant achievement or milestone in our transformation?**

There are two things which I think are significant achievements. Firstly, I was involved in the HR Recruitment Process Review for some time. It is important to acknowledge that it is a complex nut to crack. Otherwise, we would have sorted it long before now! I am delighted that significant progress has been made with the support of the Transformation Team and colleagues across the University. Having a system upgrade and streamlining that process will make life so much easier for a lot of people! It will enhance both our staff experience and our candidate experience in the future. I would also mention assessment and feedback as one of our key challenges at the University. It is of course a crucial KPI for us. A lot of work has been done in this space to map processes which exist across the University, and the multiplicity of practice has been very revealing. This exercise now puts us in a strong position to make strategic decisions about how we move forward with this important project.

**Large scale transformation is challenging- what lessons have you learned on the journey so far?**

Transformation at the scale envisaged is a new thing for many of us at the University, including myself. I have learned that two-way communication is key to success. On the one hand, we need to communicate 'why' transformation and change are needed. But importantly, we need to consult with colleagues directly involved with the work and processes under review, to listen and learn from them. If we don't get that right, success will be challenging. As we progress, we need to acknowledge and understand that transformation involves cultural change – changing the ways we have done things in the past and that is always challenging. True transformation takes time – it cannot be rushed.

**Many universities are transforming- what do you feel makes our transformation unique?**

Very often, Universities and other institutions bring in change experts who swan in temporarily, make recommendations and then sail off, leaving staff to get on with things. What I really like about the way we are approaching transformation at Glasgow is that we are developing the skills and capability of our own staff and the Transformation team. By involving our staff from the beginning, I feel we have a great opportunity to make a bigger difference, to get buy-in for cultural change and ultimately to embed the changes we need to make. If we can do this properly, it will make us more adaptable going forward to meet the challenges of a constantly changing environment and landscape.

**As Head of College, how do you champion transformation across the University?**

I do this by trying to communicate the importance of transformation and change. I often talk about how our Transformation programme will free up our most precious commodity, which is time. I have a responsibility to emphasise the benefits but also to acknowledge the challenge of cultural change. I advocate for the value of developing closer collaboration between Professional Services staff and Academic staff, which I think is key for the University's success.

**We have been asking staff to tell us one thing that would improve their daily working life. What would yours be?**

There are two things which would improve my working life and that of my colleagues. The first is easy straightforward access to clean data and having one version of the truth to help us all to make better decisions. Better access to good data requires improved systems. Unfortunately, we have some systems that are clunky. We need to get better at testing and trialling systems before implementation.