



# Our People Strategy 2020-2025





People-oriented  
Bold  
Innovative  
Collaborative  
Ambitious

# Our Values

The University's values capture what we're all about: who we are, what we believe in and what we stand for. Our values flow from how we act and how we expect to be treated as part of Strathclyde. In delivering this People Strategy, we will contribute, act and make decisions guided by these values.

**People-oriented:** committed to our staff and students, providing opportunities and investing in their development

**Bold:** confident and challenging in what we do, and supportive of embracing appropriate and managed risk in our decision-making

**Innovative:** focused on discovering and applying knowledge with impact, and encouraging creative thinking and new ideas

**Collaborative:** working together, with our colleagues and external partners, with integrity and in an open, respectful way

**Ambitious:** for our institution, staff and students as well as supporting the ambitions of our partners

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## Our People Strategy 2020-2025

The place of useful learning

The University's Strategic Plan 2020-2025 sets out the next exciting phase in the realisation of our Vision as a leading international technological university that is socially progressive. Our Strathclyde People Strategy places staff at the heart of our plans and recognises that their collective talents, effort and commitment will deliver the University's ambitious Vision for 2025.



# Principal's introduction

Over the five-year span of our last People Strategy we have worked tirelessly to ensure the best possible work experience for all of our colleagues. We received national recognition in 2017 for our approach to supporting and developing staff at all levels, in ensuring that we continue to live our values and in developing socially progressive, people oriented, policies and practices, because of which, Strathclyde became the inaugural winner of the Times Higher Education award for 'Workplace of the Year'.

Strathclyde People 2025 builds on that solid foundation and gives a baseline commitment to our staff – 'The Strathclyde Pledge' – which confirms what every Strathclyder can expect to receive in the workplace. In addition, we will continue to ensure that your experience at Strathclyde reflects our core Values as an institution.

The People Strategy outlines our commitment to work together, regardless of staff category and level, to deliver our 2025 Vision, leveraging technology and developing future focused workforce plans to help us deliver our Strategic Plan 2020-2025.

We will create a community of listening leaders who ensure you are clear on work priorities, have the information and skills you need to excel in your job, and have a fair workload, with correspondingly clear expectations of what your contribution should be.

The People Strategy commits to the development and implementation of a workplace wellbeing strategy, 'Thrive @ Strathclyde', and a best in class Equality, Diversity and Inclusion Programme. We will also implement new reward mechanisms and will continue to strive to support your personal and professional development for a fulfilling career at Strathclyde.

Our People Strategy, in line with our Values, is bold, ambitious and people oriented. It commits to providing you with an exceptional work experience in the years ahead and sets ambitious objectives to ensure that we all deliver our Vision 2025 as a collaborative and innovative community.

We have come a great distance in recent years and Strathclyde's reputation has deservedly been enhanced as a result of the distinctiveness and quality of your contributions. Our successes over the next five years will be driven by our key Strathclyde assets – our people! As we plan our People Strategy implementation, I look forward to keeping you informed and involved in its progress as we go forward together.

Professor Sir Jim McDonald  
Principal and Vice-Chancellor

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# Our People Strategy Vision and Framework

## Our People Vision

is critical to achieving the University's ambitious plans for 2025:

**Together, we will create an exceptional, Values-based work environment where colleagues feel deeply connected with the University's Vision 2025 and have the skills, motivation and reward for delivering it.**

The People Strategy 2025 aims to deliver this People Vision.

## The Strathclyde Pledge

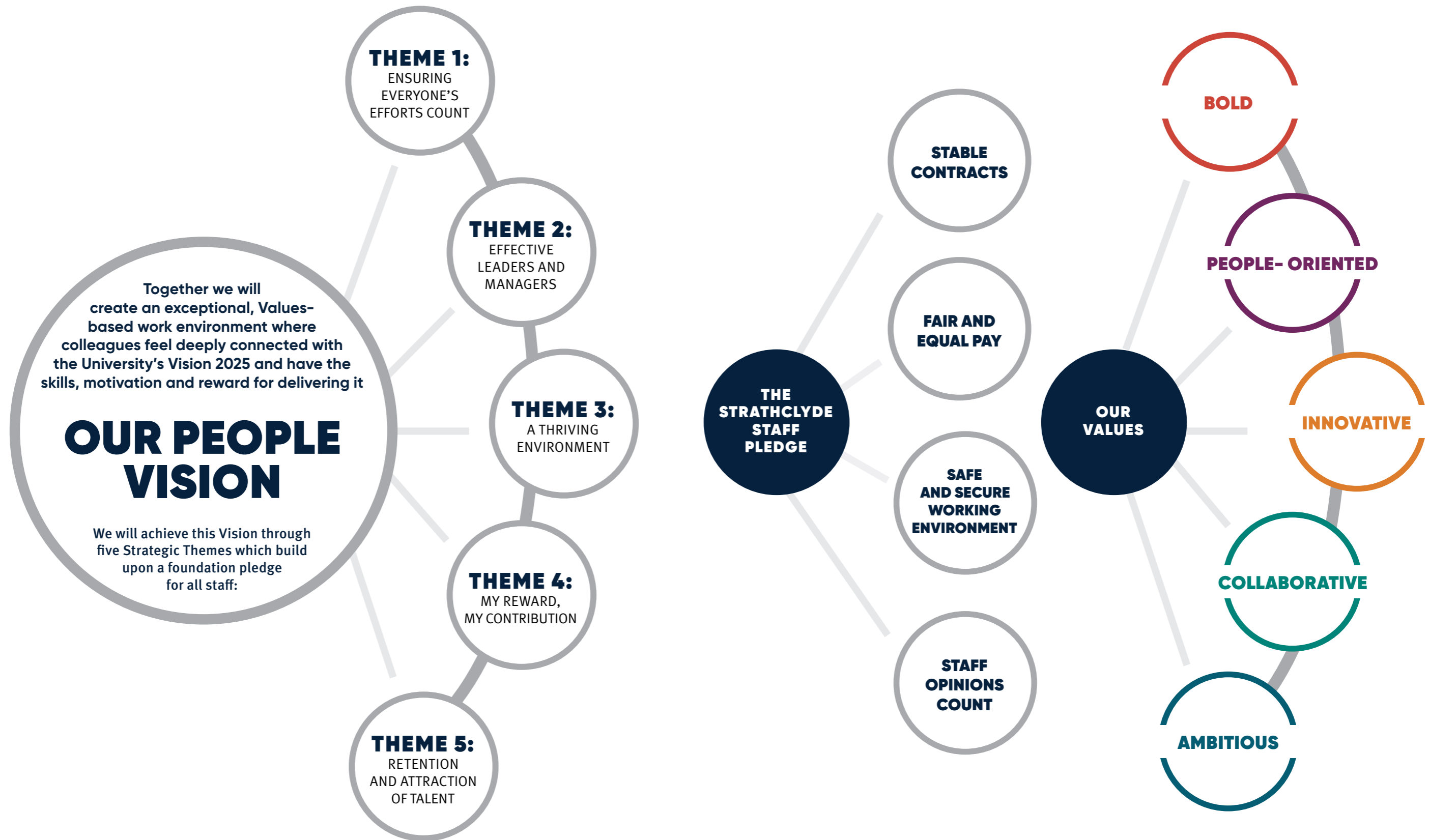
Building on our core Values, the People Strategy sets out a foundation commitment for every colleague. This foundation – 'The Strathclyde Pledge' – commits to ensuring that staff have stable contracts, fair and equal pay, a safe and secure working environment and that their opinions are valued.

## Our People Strategy Themes

Building upon 'The Strathclyde Pledge', our People Vision will be delivered through five Strategic Themes:

- Ensuring Everyone's Efforts Count
- Effective Leaders and Managers
- A Thriving Environment
- My Reward, My Contribution
- Retention and Attraction of Talent

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# The Strathclyde Staff Pledge

Our Pledge is that every individual staff member at Strathclyde will have:

## A Stable Contract

In some cases, this will necessarily be a fixed-term or flexible contract but we will commit to ensuring as much certainty as possible and early confirmation of what will happen at the end of each contract.

## Fair and Equal Pay

We commit to continuing to pay the Voluntary Living Wage, to helping staff understand the rationale for their salary level and to ensuring that, within each grade, we continue to pay colleagues appropriately regardless of their gender or other protected characteristic.

## A Safe and Secure Working Environment

We aim to ensure zero harm for our colleagues and commit to moving from reacting to allegations of harassment to prevention of harassment in the workplace.

## An Opinion Which Matters

We commit to listening to, and responding to, the views of our staff, both through our collective bargaining framework and from those who choose not to be Trade Union members.

The place of useful learning

The University will achieve the Pledge by:

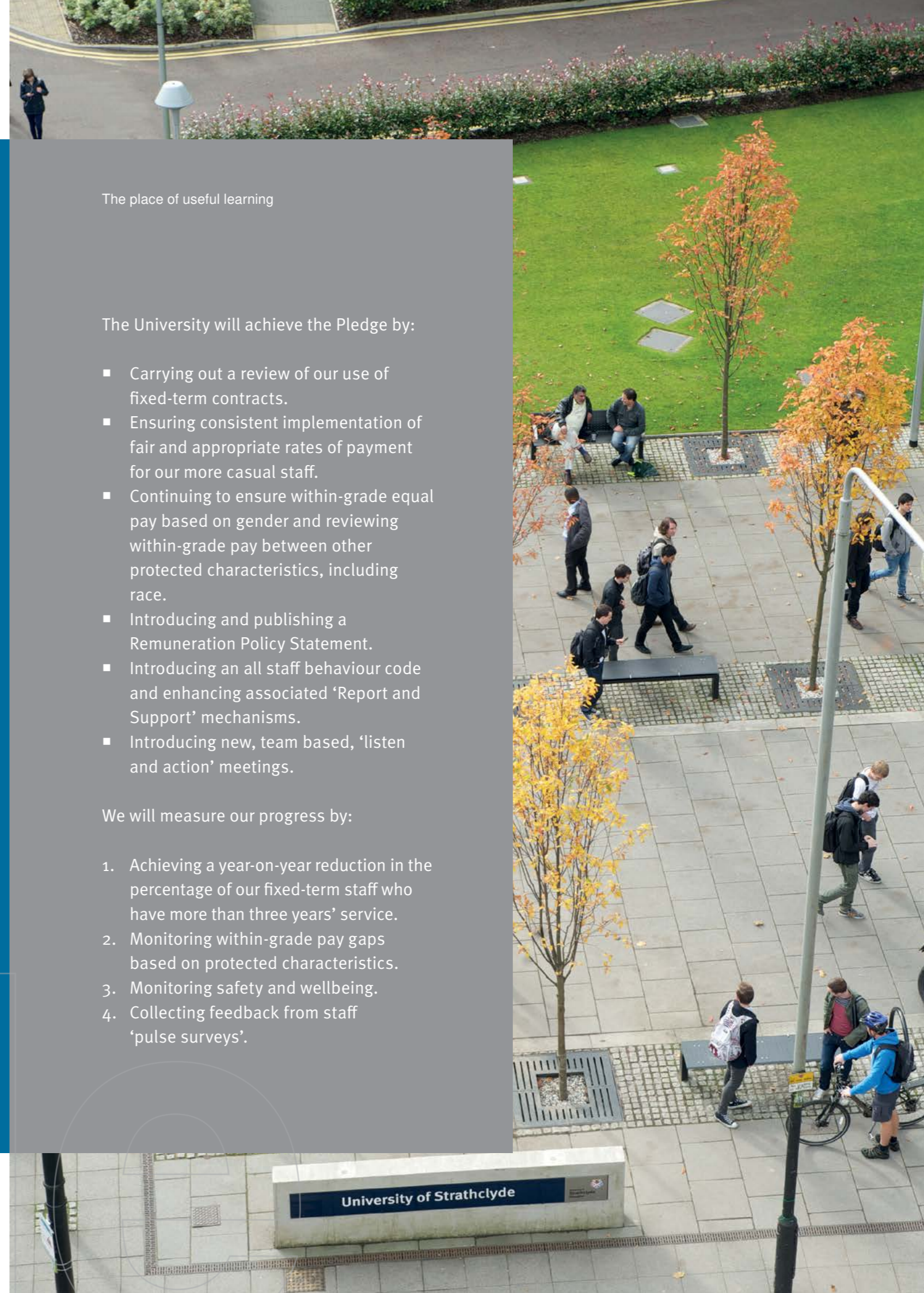
- Carrying out a review of our use of fixed-term contracts.
- Ensuring consistent implementation of fair and appropriate rates of payment for our more casual staff.
- Continuing to ensure within-grade equal pay based on gender and reviewing within-grade pay between other protected characteristics, including race.
- Introducing and publishing a Remuneration Policy Statement.
- Introducing an all staff behaviour code and enhancing associated 'Report and Support' mechanisms.
- Introducing new, team based, 'listen and action' meetings.

We will measure our progress by:

1. Achieving a year-on-year reduction in the percentage of our fixed-term staff who have more than three years' service.
2. Monitoring within-grade pay gaps based on protected characteristics.
3. Monitoring safety and wellbeing.
4. Collecting feedback from staff 'pulse surveys'.

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**Strategic Theme 1**

# Ensuring Everyone's Efforts Count

**OUR AIM**

Together, Strathclyde staff will deliver the University's 2025 Vision, aligning our individual efforts with our strategy, leveraging technology, facilitating decision making at the appropriate level, removing barriers to our productivity and having future focused resourcing plans which identify the type of roles and skills we need to deliver our Vision 2025.

The place of useful learning

We will achieve this by:

- Developing a five year, Work Force Plan reviewed annually and aligned with the University's Planning Round.
- Developing a Digital Vision and corresponding Staff Digital Readiness Audit, identifying and addressing skills gaps resulting from it.
- Reviewing support staff structures to achieve the optimum balance between professional services and faculty based support.
- Ensuring that all staff know the University's KPIs, progress against them and how they contribute to achieving them.
- Creating Continuous Improvement Champions within each Department.

We will measure our progress by:

1. The delivery of the 16 KPIs set out in the University's Strategic Plan 2025 and associated milestones.

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**Strategic Theme 2**

# Effective Leaders and Managers

**OUR AIM**

**We will create a community of supportive, empathetic Strathclyde Leaders and Managers who ensure an inclusive, collegiate environment. Our leaders will consistently epitomise our Values and have the capability and confidence to engage, develop, challenge and reward our staff, take measured risks and deliver excellence.**

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The place of useful learning

We will achieve this by:

- Implementing a new talent identification, development and succession planning model.
- Ensuring our people leaders continue to champion a positive, inclusive and innovative culture.
- Ensuring our people leaders listen to, and respond to, our staff.
- Equipping our leaders and managers with the skills and confidence to successfully challenge the status quo, manage change and tackle unfairness in workload or contribution, inequality and inappropriate behaviours.
- Creating *'Leadership Action Teams'*; cross-faculty leaders who will work flexibly and agilely to problem solve and to coach, mentor and support newer leaders.

We will measure our progress by:

1. At least 90% of respondents to our Values Survey agreeing that their experience at Strathclyde is People Oriented.
2. Pulse survey feedback.
3. Monitoring the number of, and impact from, team based 'listen and action' events.
4. Monitoring the outcomes for those progressing through our talent identification and development model.



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**Strategic Theme 3**

# A Thriving Environment

**OUR AIM**

**As an inclusive, diverse and people-oriented University, we will ensure that all staff are appropriately challenged and able to balance work and life commitments.**

The place of useful learning

We will achieve this by:

- Appointing a Workplace Wellbeing Manager and developing and implementing a workplace health action plan, “Thrive@Strathclyde”.
- Ensuring that staff are clear on what is expected of them, that workloads are discussed and appropriate and expectations correspondingly clear.
- Enhancing work/life balance through agile working and using technology as an enabler.
- Continuing to implement a range of sector leading, socially progressive, People Oriented policies to support our outstanding staff.
- Appointing a Head of Staff Equality and Inclusion and developing and implementing a ‘best in class’ staff Equality, Diversity and Inclusion programme.

We will measure our progress by:

1. Achieving a continuously closing gender pay gap.
2. Staff sickness absence levels.
3. Monitoring the level of female staff and staff from a BME background who are in senior roles.
4. Monitoring our overall race pay gap and the overall pay gap between those who have/have not disclosed a disability.
5. Ensuring we maintain or grow the proportion of our international academic professional staff.

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**Strategic Theme 4**

# My Reward, My Contribution

**OUR AIM**

**Flexible, sustainable, fair and transparent reward and recognition mechanisms will attract and retain our excellent staff. We will continue to create opportunities for colleagues to develop personally and professionally and to have a fulfilling career at Strathclyde.**

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The place of useful learning

We will achieve this by:

- Introducing a *Total Rewards* approach to our remuneration, offering flexibility and choice through a new ‘flexible benefit’ portal.
- Introducing a Strathclyde Shared Success Scheme which enables all staff to benefit when the University’s key performance targets are met or exceeded.
- Simplifying our promotion, regrading and contribution pay procedures to reward job growth and exceptional contribution.
- Reviewing our job families to ensure that career progression opportunities are available to all eligible staff, regardless of job type.
- Recognising and addressing skills gaps resulting from changes in technology and/or identified in our annual workforce planning process.
- Introducing a *Chancellor’s Associate Scheme* and other ‘Grow Our Own’ actions to bridge career gaps.

We will measure our progress by:

1. Monitoring promotion, career progression and contribution pay awards across all job families and protected characteristic groups.
2. Monitoring voluntary staff turnover levels.
3. Monitoring reasons for resignations.

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**Strategic Theme 5**

# Retention and Attraction of Talent

**OUR AIM**

We will retain and attract the best local, national and international talent to support the delivery of Vision 2025.

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The place of useful learning

We will achieve this by:

- Taking proactive control of the development of our employer brand, ensuring that current and potential new staff are clear that Strathclyde is an exceptional employer.
- Ensuring through our annual workforce planning process that the roles required for the future are clearly identified and bespoke recruitment campaigns or internal development programmes are designed to recruit them.
- Introducing online interactive on-boarding which starts immediately after a contractual offer is accepted.
- Removing the possibility of unconscious bias from our recruitment process, including the introduction of ‘blind’ shortlisting.
- In keeping with our socially progressive employer ethos, deliberately recruiting and retaining individuals who traditionally find it difficult to enter/remain in the workplace (e.g. Care experienced, ex-military personnel, those with a spent criminal conviction).

We will measure our progress by:

1. Monitoring the quality and quantity of applications for Strathclyde roles.
2. Monitoring the percentage of female, BME and disabled applicants and the corresponding percentage of appointments.
3. Monitoring levels of positive responses from a new ‘How was my on-boarding’ survey carried out within six months of each new employee commencing.

# People Strategy Key Success Indicators

Key Indicator		Baseline (year)	2025 Target	Supporting Monitoring Activity
1	Levels of staff who agree or strongly agree that Strathclyde is a People Oriented employer	86% (2019 Values Survey)	90%	We will also monitor levels of staff engagement through: pulse survey feedback, voluntary staff turnover, team based 'listen and action' activity, reasons for resignations, 'How was my on-boarding' survey responses.
2	Percentage of our fixed term contract staff with over three years' service	20.1% (2019)	Year on year reduction	We will also monitor other Strathclyde Pledge activity: within grade pay gaps based on protected characteristics, impact following roll out of the Staff Behaviour Code, Health and Safety related indicators, pulse survey feedback.
3	Our overall gender pay gap	19.8% (July 2019)	Year on year reduction	We will also monitor staff equality, diversity and inclusion through: our overall race pay gap, overall disabled/non-disabled pay gap, levels of female and BME staff in senior roles, levels of international academic professional staff, % of applicants and appointments by protected characteristic.
4	Levels of staff who agree or strongly agree that Strathclyde looks after their wellbeing	New	Continuously improving	We will also monitor staff wellbeing by reviewing: sickness absence levels, the implementation and impact of 'Thrive@Strathclyde', pulse survey feedback.