STRATHCLYDE
PEOPLE STRATEGY
2020
"Strathclyde People 2020 is driven by the knowledge that the engagement, development, and motivation of all University staff is critical to the ongoing success of Strathclyde as a leading international technological university and to the University’s ability to achieve the aspirations laid out in its Strategic Plan 2015 – 2020.

We believe that developing Strathclyde’s Values is fundamental to delivering our Strategic Plan and that creating best-in-class people management strategies and encouraging inspirational leadership are critical to the success of our University. We believe that people are at the heart of, and drive the performance of, our organisation and Strathclyde People 2020 recognises that our staff are critical to shaping and delivering the University’s strategy”.

Sandra Heidinger
HR Director
The people vision for the University is that all staff will work in a people oriented, supportive culture where bold, innovative and ambitious thinking is encouraged by inspiring leaders and where the contributions of individuals and teams are recognised and valued, with all staff working together to deliver the ambitions and objectives of Strathclyde.

The University will achieve this vision by:
- Developing inspirational leaders at all levels
- Continuing to develop and live our Values
- Providing support and development for all staff
- Attracting talented staff
- Retaining and rewarding staff through an excellent work experience

Our People Strategy will be delivered by faculty and professional services leaders working in partnership with the HR Directorate.

People Strategy 2020 aims to initiate and promote people related activities which will make Strathclyde a great place to work for our current staff and the preferred employer for high quality potential new staff and, critically, to ensure that the University of Strathclyde Strategic Plan 2015-20 is delivered through our people.
In order to fully address the University of Strathclyde Strategic Plan 2015–20, our People Strategy will focus on five key areas:

1. **Inspiring Leadership**
   - Developing, recognising and valuing high quality leadership and management. Our People Strategy will achieve this aim by:
     - Identifying and nurturing leadership talent at all levels
     - Ensuring that Strathclyde leaders and managers are aware of their key responsibilities, have the capacity to fulfill them and have their performance as leaders reviewed and acknowledged
     - Continually supporting our staff in their leadership responsibilities through appropriate induction and development opportunities and through appropriate professional services support structures
     - Redefining and communicating the Strathclyde Leadership Skills and Behaviours Framework
     - Developing high impact leadership development programmes which support this framework
     - Further developing succession plans for our key leadership roles

   **Key Measures of Success and Impact:**
   - Strathclyde staff agree that they are well led (as measured through our Values survey)
   - Excellent leadership is recognised externally through reputation and, as appropriate, awards
   - The Leadership Skills and Behaviours Framework is used for recruitment, promotion and development discussions across the University
   - Strathclyde recognises and rewards good leadership through our contribution pay framework
   - The number and quality of internal applications for leadership and management roles grows
   - Enhancements to University rankings and reputation

2. **Delivering the Values**
   - Evolving and further implementing our Values to underpin organisational decision making and to capture our ethos: who we are, what we believe in and what we stand for. Our People Strategy will achieve this aim by:
     - Helping staff further understand our Values and their expectations and responsibilities within them
     - Improving internal communications
     - Celebrating those who most closely embody the Strathclyde Values
     - Challenging those who behave in a manner which is counter to our Values
     - Actively supporting the health, well-being and safety of our staff
     - Delivering a suite of progressive employment and recruitment initiatives to underpin our commitment as a people oriented and socially progressive employer

   **Key Measures of Success and Impact:**
   - Key messages are consistently communicated to all Strathclyde staff and our managers and leaders listen and respond to feedback
   - A growing percentage of Strathclyde staff identify with the University Values (as measured through our Values survey)
   - We have a sickness absence rate which is below the sector average
   - Our Healthy Working Lives (Gold) action plan is fully implemented
   - External accreditation and recognition as a social progressive employer
The key University ambitions outlined within our Strategic Plan 2015-20 will be delivered by our current staff. We will recognise this by providing a range of learning and development opportunities to support them to achieve their potential and the University’s strategic goals. Our People Strategy will achieve this by:

■ Ensuring that all Strathclyde staff, regardless of grade and staff category, are clear about what is expected of them and how their roles fit with the key objectives of the University
■ Developing and delivering or commissioning learning and development initiatives which meet the needs of our staff and respond to the University’s key strategic priorities
■ Ensuring that all Strathclyde staff, regardless of grade and staff category, are supported and developed through meaningful development and career planning discussions
■ Inviting individuals and teams to share good practice and experienced staff to coach and mentor more junior colleagues
■ Embedding a stronger culture of performance management where constructive feedback to acknowledge high performance and manage shortfalls in performance sensitively will be provided and fair, consistent and reasonable action taken
■ All staff have meaningful ADR (Accountability and Development Review) discussions incorporating both performance and development elements
■ There is clear evidence of alignment between the University’s overall Objectives and KPIs and the work objectives of staff as established at ADR discussions
■ Increasing numbers of staff are mentoring others or are being mentored
■ Increasing numbers of staff are achieving formal external accreditation within their roles including teaching and ILM (Institute of Learning and Management) accreditation
■ Internal learning and development initiatives are deemed relevant and useful by participants and there is evidence that they enhance individual performance after the event
4. Attracting new staff who will support our success

To support the University’s ambitious plans for growth we will continue to attract and recruit the best staff who have the right knowledge, skills, competencies and behaviours to help to drive forward the University strategy. Our People Strategy will achieve this aim by:

- Developing our employer reputation to further enhance our national and global standing as a leading international technological university
- Developing the capacity and capability to support targeted national and international searches for key staff
- Delivering recruitment drives to make best use of our employer reputation
- Understanding the international recruitment market and using our global partnerships to support us in attracting the best international talent
- Encouraging an improved gender profile of applicants

Key Measures of Success and Impact

- Top talent is attracted as measured by the number of applicants from the top 100 universities
- Over 90% of our posts are filled first time with high quality staff who meet or exceed the person specification for the role
- The diversity profile of applicants is enhanced
- The average number of applicants per advertised post continues to grow
- The vast majority of our new staff pass their probationary period and, for our Chancellor’s Fellows, are promoted within the timescale set out for them

5. Retaining and Rewarding Staff

The University will provide a supportive working environment and will reward and recognise staff for the contribution which they make to delivering the University’s objectives. Our People Strategy will achieve this by:

- Further developing our reward and recognition strategy to ensure that it remains flexible and fair and supports the delivery of the University’s strategic objectives
- Ensuring that our promotion and regrading procedures acknowledge job growth whilst remaining legally compliant
- Recognising, valuing and, where appropriate, rewarding our staff as individuals and in teams for achieving consistently high standards aligned with our Values
- Celebrating diversity within our workforce, recognising how all staff contribute to and enhance the overall success of Strathclyde
- Expecting and encouraging staff to consider how ways of working can be continuously improved
- Ensuring that change is managed effectively with affected staff understanding and being supported in the change process
- Ensuring that staff are treated and treat others with respect and dignity

Key Measures of Success and Impact

- Staff turnover rates are below the sector average
- There is an increased diversity profile at Strathclyde and a more diverse range of leaders are promoted into senior academic and professional services roles
- Institutional Athena SWAN silver is attained
- Effective and consistent processes and standards for managing change are developed and utilised
- There is clear evidence of staff at all levels having the thinking time to innovate within their individual and team roles
- Staff understand the value of their remuneration package, including non-salary elements
- Where appropriate, external awards and accreditation for excellent practice in ensuring an exceptional employee experience are attained