

University of St Andrews

People Enabling Strategy 2019–2023

1. Introduction

- 1.1. The People Enabling Strategy represents a high-level plan to support the current and future development of our staff and students as a single community. It is one of five enabling strategies identified in the main University Strategy as key to its delivery, and supports the four strategic pillars of World-Leading St Andrews, Diverse St Andrews, Global St Andrews, and Entrepreneurial St Andrews, and the overarching theme of Social Responsibility.
- 1.2. People are intrinsic to our success as a University and a community. Our unique environment, culture and beliefs are an important element of attracting, nurturing and retaining the best staff and students. Our aim with the People Strategy is to enhance people's experience by developing a framework that supports our diverse community through a combination of innovative and targeted engagement, development, recognition and wellbeing initiatives, embracing transformational change, while conserving and harnessing our uniqueness.
- 1.3. These ambitions are reflected in the four key priorities within the People Strategy:
 - Recruiting and welcoming our people
 - Valuing and developing our people
 - Empowering our people
 - Leading our people.
- 1.4. This document is accompanied by a table which maps out priorities against the pillars of the University Strategy. It should be read in conjunction with the other four enabling strategies which combine to deliver the key aspects of the University Strategy.

2. Context

- 2.1. The People Strategy embraces the changing demands of the University alongside those of our community of people. We have a diverse, international cohort, who have varied expectations both in relation to employment and study. The strategy is mindful of these evolving current and future expectations, and how the University must adapt to meet people's needs.
- 2.2. The People Strategy has emerged from a wide-ranging consultation with staff and students; over 1,000 people participated in an online survey or a focus group, producing over a million words of feedback. The evidence that this consultation has provided us with has formed the basis of a high-quality understanding of our strengths, weaknesses, direction, and priorities. This Enabling Strategy faithfully reflects these contributions. A fundamental and

crucial feature of ensuring its success will be continuous staff engagement with the process, allowing progress to be demonstrated, questions asked and where relevant, changes made to ensure that the People Strategy is an evolving and live process.

- 2.3. In addition, the strategy confirms our commitment to maximise our contributions in the context of a complex external environment; for instance, the impact of the uncertainty created through Brexit, increasing global competition, increasing regulatory framework, and increased expectations around work life balance and the diverse ways in which people work and study.

3. Vision

- 3.1. We will strengthen a culture that embraces our vision of social responsibility, diversity, and inclusivity, welcomes change and openly shares our values. We will work towards St Andrews becoming a beacon of inclusivity and an environment where staff and students flourish, can produce their best work, are engaged, valued and inspired to continuously improve and expand their horizons, contributing to our status as a world-leading University.

4. Scope and impact

- 4.1. The People Strategy is wide-ranging and far-reaching. It will support and enable the University to deliver a framework of activities that contribute to the success of the University Strategy. It is not an HR strategy, which has a sole focus on staff and service delivery. The People Strategy is broader than this, encompassing both staff and students, and embracing positive change. It will establish lasting foundations for a culture that supports staff and students to be their very best.
- 4.2. Some areas of this strategy will span multiple years, especially where they require organisational and cultural changes that require time to implement and become embedded in our University.
- 4.3. The strategy will not focus on the delivery of each action in isolation. Many actions are interdependent and inter-dependencies also exist with the other enabling strategies. A critical path will therefore be developed to ensure successful implementation, and the strategy will be regularly monitored, including through the use of a set of agreed performance indicators.

5. Alignment to the University Strategy

- 5.1. The People Strategy is aligned to the themes of the University Strategy as set out below.

5.2 Social Responsibility

- 5.2.1. Social Responsibility will feature in all of our decision-making processes. We will build on our strong community to seek to provide an organisational context within which individual staff and students can develop and make their best

contributions. We will seek to maximise our positive impact on the local, national, and international environment by ensuring that we have clear ethical behaviours. We will improve organisational efficiency by modelling sustainable practice in areas such as energy and recycling; promoting development opportunities both locally and globally. We will:

- Develop programmes to provide sustainable employment opportunities for the local community such as apprenticeships.
- Embed social responsibility into individual and team objectives.
- Open development activities and events to our local community.
- Provide development opportunities that support inter-community activities e.g. volunteering and civic engagement.
- Engage community stakeholders in change projects.
- Encourage people to consider the environmental impact of their activities and to innovate to work, study and live sustainably.

5.3. World-leading St Andrews

5.3.1. We will build capacity to develop and support our people to be world-leading, and enable those already at the forefront to support and develop others to broaden success within research, innovation and teaching. We will:

- Recruit the best people from across the world.
- Empower our people to become world leaders in their respective roles.
- Support the development of interdisciplinarity.
- Encourage our people to excel and aspire to excellence.
- Support and incentivise leadership excellence.
- Recognise and reinforce our world-leading activity.
- Create opportunities for our people to be creative and entrepreneurial.

5.4. Diverse St Andrews

5.4.1. We will embrace and promote diversity as a key attribute of our community, and ensure that a robust framework of support exists to enable all staff and students to develop their potential. Our values and behaviours will enable people to work and study in a context of integrity, openness, fairness, and inclusion. We will:

- Target our recruitment practices to reach a global and more diverse pool of applicants.
- Attract and secure the best staff from the widest pool.
- Support networks of University communities with specific interests, experiences and requirements.
- Ensure all staff and students have equal access to University services and opportunities, develop consistency of policy access, implementation, and practice.
- Encourage creative thinking and innovation in practice.
- Create a context in which failure is understood as an opportunity to learn and develop, and a positive feedback culture.

- Ensure meaningful interventions can be put in place to support our diverse community.
- Work to enable closing participation, attainment, retention, progress, and experiential gaps across key socio-demographic characteristics, including gender, race, disability, and sexuality.
- Develop a culture of emergent leadership that spans all levels of experience and background.
- Recognise that wellbeing challenges exist, and extend our capacity for support while building a culture of care, tolerance, and resilience.
- Actively support work life balance, ensuring this support is transparent, led from the top, and engaged with at a local level.
- Provide multiple fora for staff to express concerns, put forward suggestions, and raise issues in open and positive contexts.

5.5. Global St Andrews

5.5.1. We will seek to develop a truly international standing by encouraging greater global collaboration and movement of our people, along with developing international skills and recognised support networks within St Andrews. We will:

- Ensure our recruitment processes recognise our global impact and reach.
- Promote our vision and brand as a world-leading university which places diversity and inclusion at the heart of our values; ensure our offer resonates with global audiences.
- Develop robust onboarding and induction processes that recognise that our people come from across the globe; review the support provided to those who relocate.
- Develop collaborative skills and encourage global collaboration across the University; develop and encourage capability to lead international teams; support globally-linked events, initiatives, and outlook.

5.6. Entrepreneurial St Andrews

5.6.1. We will encourage our community to develop links with industry and business, and have a greater focus outside of the University setting to generate economic and other impacts. We will provide a framework to encourage, support, and recognise enterprising activity and innovative thought for all staff and students. We will:

- Embed entrepreneurship and enterprise into design and success criteria across all job roles and degree programmes.
- Provide guidance on the scope for entrepreneurial activity.
- Provide specific internal development activities to strengthen entrepreneurial awareness and skills.
- Recognise and reward relevant entrepreneurial activities.
- Provide HR policy frameworks for people to develop entrepreneurial ideas and practice.
- Encourage creative thinking and innovative practice.

- Provide HR policy frameworks to support partnerships with the private, public, and third sector to enable practical project opportunities for staff and students.
- Students empowered to develop start-ups and entrepreneurial projects.
- Model sustainable practice with regard to energy/recycling/our sustainable engagement with our social and physical environment.

6. Performance Measures

Recruiting and welcoming our people	1.1. Improved recruitment website showcasing the St Andrews offer, illustrated by an increase in positive user reports. 1.2. Improved induction experience reports. 1.3. Increased diversity profile within 5 years.
Valuing and developing our people	2.1. Increased employee and student satisfaction as evidenced via staff survey, NSS, re-engagement events, and data capture. 2.2. Increased take up of specific and relevant development opportunities, with positive impacts reported. 2.3. Closing of participation, attainment, retention, progress, and experiential gaps.
Empowering our people	3.1. Improved web presence and utility to enable more self-service of information, illustrated by an increase in positive reports. 3.2. Implement St Andrews Pulse meetings to gather feedback on governance and experience. 3.3. Increase in mediation/local resolution to disputes.
Leading our people	4.1. Implement development programme for key roles, such as Heads of School/Heads of Unit/PIs, and measure impact. 4.2. Increased diversity among leaders/managers.

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 January 2020

People Strategy - Draft Framework Nov 2019

Enabling strategy priority	Scope	World-leading St Andrews	Diverse St Andrews	Global St Andrews	Entrepreneurial St Andrews
Social Responsibility					
Recruiting and welcoming our people	Develop a relevant recruitment strategy that attracts the best people both nationally and internationally and across a diverse pool	<p>Recruit the best people from the widest pool</p> <p>Project effectively what we know is good about working in St Andrews; ensure that our offering strikes the right balance between personal and career priorities, enabling us to attract the best people</p>	<p>Ensure how we target recruitment advertising, timing of recruitment and job design is optimal to attract the broadest range of talents</p> <p>Strengthen guidance in relation to staff appointing process</p> <p>Review how we present the University in adverts and our supporting materials – consider our public presence</p> <p>Improve webpages and links to attract diverse cohort of students, visibility of access routes etc.</p>	<p>Ensure recruitment processes recognise our global impact and reach</p> <p>Promote our vision and brand as a world class University which places diversity and inclusion at the heart of our values</p> <p>Ensure the St Andrews offer resonates with global audiences e.g. 'Reader', 'MLitt'</p>	Minimise travel requirements where appropriate through the use of accessible technological solutions

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			<p>Improve our understanding of how people experience applying and being recruited to St Andrews (including from diverse perspectives)</p>		
	<p>Support the integration of new staff and students</p>	<p>Drive University-wide improvement in welcoming and settling international staff</p> <p>Strengthen local induction for staff</p>	<p>Augment our support and guidance on 'living locally' and working at St Andrews, for a diverse cohort</p> <p>Ensure student welcome aligned to priorities of inclusivity and values</p>	<p>Ensure on-boarding and induction processes recognise that staff come from across the globe</p> <p>Review the relocation offer and scope</p> <p>Recognise the different needs of international and domestically recruited staff</p>	<p>Ensure entrepreneurial priority and opportunities are clearly communicated accessible</p>
	<p>Ensure planned student growth is well-supported</p>	<p>Proactive approach to recruiting strong students to post-graduate study</p>	<p>Ensure growth increases diversity of student cohort</p>		<p>Consider enterprising ways of sponsoring students, to increase diversity</p>

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<p align="center">Valuing and Developing our People</p>	<p>Identifying and meeting development needs at all career and learning stages</p> <p>Setting and reviewing objectives</p> <p>Robust Talent Management</p> <p>Creating the conditions for people to perform at their best</p>	<p>Provide clarity on performance and outputs – set clear and measurable outcomes and expected standards of activity and performance</p> <p>Ensure strong and effective support mechanisms are in place e.g. RDS/ARD</p> <p>Create clear career paths</p> <p>Recognise exceptional performance</p> <p>Recognise innovation in all roles</p>	<p>Embed diversity and social responsibility into individual and team objectives</p> <p>Ensure there is equal opportunity for students to excel</p> <p>Improve our understanding of the impact of inclusive environment on activity and performance</p> <p>Support staff and managers where performance falls short of expected standards</p> <p>Reinstate PS information sharing/support forum</p> <p>Ensure all staff and students have equal access to all University services and opportunities</p>	<p>Encourage global collaboration across the University</p>	<p>Provide guidance on the scope for activity within each role and signposts/introductions to mentors for staff and students</p> <p>Encourage, recognise and reward entrepreneurial activities, contribution modes and outcomes</p> <p>Embed entrepreneurship and capacity to innovate into</p> <ul style="list-style-type: none"> - job design and performance measures - degree programmes and assessment <p>Develop activity indicators as an additional basis for workload, sabbatical, promotion decisions</p> <p>Use challenge and failure as an</p>

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					<p>opportunity to learn and develop</p> <p>Encourage creative thinking and autonomy</p> <p>Provide specific and relevant opportunities for staff and students to develop ideas</p>
	<p>Improve and standardise job description where appropriate</p> <p>Deliver robust recognition and reward schemes</p> <p>Develop robust succession planning, and priority recruitment areas</p> <p>Professionalising staff in all roles</p>	<p>Shadowing, re-engineering roles, deputising, improved agility, review role descriptions</p> <p>Ensure all staff are provided with best practice examples, opportunities, and support</p> <p>Streamline existing post replacement process</p>	<p>Ensuring appropriate flexibility in relation to work patterns, to optimise work contributions</p> <p>Make role and job descriptions and internal application process accessible</p> <p>Ensure Professional Service Staff and staff on all grades have access to the development opportunities and support</p>		

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	<p>Recognise the importance of Health and Wellbeing</p> <p>Ensure the 'strong community' of St Andrews is maintained, utilised and highlighted</p> <p>Cement and celebrate the principles of a diverse community</p>	<p>Ensure St Andrews 'offer' is realised including high work satisfaction rates, and good work/life balance</p> <p>Ensure staff and student wellbeing is robust, work and life balanced</p> <p>Develop more recognition schemes to staff and students</p> <p>Grow mentoring opportunities across staff and student groups e.g. professional service staff/minority students</p> <p>Support the development of interdisciplinarity</p>	<p>Develop social engagement plans and space in each School/Unit</p> <p>Review staff and student social activities for inclusivity</p> <p>Front-line resolution of dispute logged and reviewed annually</p> <p>Improve and disseminate understanding of challenges of delivering Diverse St Andrews – build broad engagement</p> <p>Ensuring our high level of collegiality is maintained and developed</p>	<p>Provide good opportunities and support for international relationships and events for staff and students</p>	

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<p>Empowering our People</p>	<p>Levelling the playing field to grow opportunity and excellence</p>	<p>Maintaining clear, user-friendly and accessible policies, systems and processes to support high standards of performance for staff and students</p> <p>Transparent workload models for Schools</p> <p>Develop positive feedback culture for staff and students</p> <p>Review approach to disputes to enhance informal engagement approach</p>	<p>Improve the understanding of, and guidance around, diverse pathways to promotion</p> <p>Identify and share information/responsibility, addressing relevant 'gaps' e.g. Gender Pay Gap</p> <p>While considering local context, ensure equal implementation of policy and practice (access to equal treatment) across Schools/Units and for staff and students</p>	<p>Develop collaborative skills and support international collaboration</p>	<p>'Do we need this meeting?' approach</p> <p>Ensure there are opportunities to engage with St Andrews environment and sustainable future of St Andrews for staff and students</p> <p>Improve evidence base for challenges to <i>Diverse St Andrews</i> e.g. funded PhD scholarships focused on race/ethnicity, socio-economic status, disability, gender</p> <p>Staff and students empowered to develop start-ups and entrepreneurial projects</p> <p>Significant development of industry partnerships for staff and students</p>

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	Listening to and communicating with our people	<p><i>You Said, We Did</i> - Improving communications of policy and practice change following employee voice/student community feedback</p> <p>Actively listen</p> <p>Recognising and reinforcing world-leading activity</p> <p>Creating opportunities for people to express their creative ideas on how we can continuously improve and deliver excellence</p> <p>Exit interviews a norm for staff</p> <p>Empower our staff to become world leaders in their respective fields</p>	<p>Support networks of University communities and encourage the broadest participation</p> <p>Capture diverse employee and student voice, including the quietly contented</p> <p>Ensure teaching and learning as inclusive as possible</p> <p>Develop clear principles for freedom of speech, respect and tolerance</p> <p>Ensure we communicate accessibly</p> <p>Ensure complaints procedures are clear and accessible</p> <p>Encouraging mutually supportive and collaborative engagement</p>	Actively promote Study Abroad opportunities	<p>Support idea sharing and brokering and use critique to develop a learning approach to entrepreneurial activity</p> <p>Developing enterprising methods of collecting employee voice and communicating Strategy progress and policy change etc.</p>

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			<p>with the recognised Trade Unions</p> <p>Empower staff and students to challenge inappropriate behaviours</p>		
<p>Leading our people</p>	<p>Developing leadership capability at all levels and in all roles, across all priority areas</p> <p>Ensure succession planning for Leadership positions supports the emergence of a more diverse cohort of future leaders</p> <p>Leadership role transition more accessible and transparent</p>	<p>Encourage people to excel in line management</p> <p>Increase Line Management role support, training, review and incentives</p>	<p>Embed Diversity in Leadership e.g. Leadership and Diversity training for HoS/Research team Leads/PIs</p> <p>Ensure leadership appreciate the strength and value of diversity in teams</p> <p>Build some commonality in leadership approach while recognising diverse leadership approaches</p> <p>Proactively offer relevant leadership training and mentorship</p>	<p>Encourage capability to lead international teams</p> <p>Encouraging staff and students to have a global outlook</p>	<p>Develop distributed leadership approaches where appropriate that allow freedom of action</p> <p>Support and develop entrepreneurial leads in schools/units</p>

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	<p>Supporting and leading change</p> <p>HR development</p> <p>Modelling our values and expected behaviours</p>	<p>HR to have more proactive role in managing/leading</p> <p>Ensure behaviours align with values</p> <p>Consistently communicate our values and behaviours</p> <p>Ensure there are clear and appropriate opportunities to develop and demonstrate graduate/leadership skills per semester for all levels of students</p>	<p>Unified voice in communication with staff and students</p> <p>Move away from 'deficit' thinking</p> <p>Actively promote equality of opportunity and representation throughout University structures</p> <p>Role-modelling policies and best practices e.g. in relation to work/life balance</p>	<p>Promote civic responsibility in staff and student engagement with local, national and international communities</p>	<p>Model entrepreneurial and creative behaviours and encourage relevant entrepreneurial activity</p>