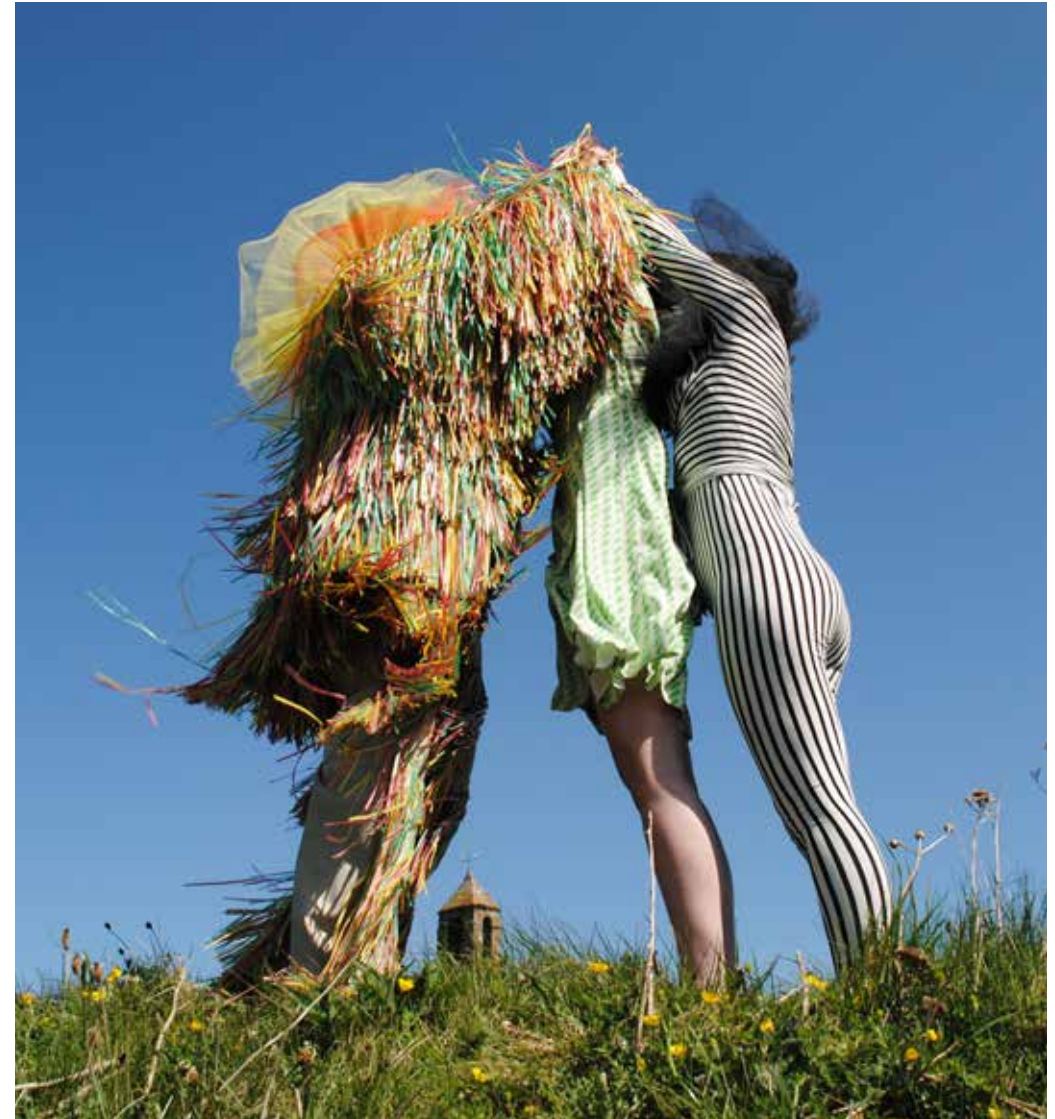


**THE GLASGOW
SCHOOL OF ART**

PEOPLE STRATEGY 2023-2027



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Cover: Anita Sarkezi, 2023. Above: Alberta Whittle, MFA 20

Through our people, our education and our research, we empower change and create impact that is both transformative and collaborative.

The Glasgow School of Art Strategic Plan 2022-2027 was developed with input from over 400 staff, students and stakeholders through a consultative and engaged process. Through this process we identified where the GSA was strong and high performing and where we needed to focus our attention and ensure excellence across everything we do. It also allowed us to understand more fully the challenges, opportunities and the ambition we all share for the future of the School and focus on our deep commitment to our students.

The Strategic Plan places people at its core. It is our plan. Collaboration and partnership are central, we need to work together to deliver our strategic ambitions. Our values run through the plan, guiding behaviour and decision-making, calling for an empowering, responsible and caring culture that values our people and our environments.

The GSA Values:

- Rooted in studio, making and collaboration.
- Deep specialism alongside interdisciplinary practice.
- A rich partnership approach to education, research and innovation.
- A culture that enables and empowers us in everything we do.
- A responsible and caring culture that values our people and our environments.
- A sustainable and equitable approach to our work.
- Always looking forward, while celebrating our past.

The ambition for this People Strategy is to further develop a shared understanding and articulation of the behaviours that translate our values into actions - our decision making, how we treat each other and how we work together at the GSA. Our culture will be defined through leadership at

every level delivered via our shared behaviours.

Recognising the importance of the GSA people to our collective success, this People Strategy outlines how we will work in partnership to enable our workforce to have the skills, engagement, diversity, inclusivity and agility to deliver across the Strategic Plan, setting out clear actions and timelines for delivery of fair work practices.

Through this People Strategy we will:

Develop a skilled, sustainable workforce by undertaking effective consultation, planning, recruitment and development.

Work together and with our Trade Union colleagues to develop transparent mechanisms for employee voice and engagement founded on trust and respect.

Enhance the support available for the health and wellbeing of our staff and also work to improve the diversity of our workforce.

Nurture talent and develop capability by investing in our people through improved career review mechanisms, development of a career framework and resources that support career progression, succession planning and continuous professional development.

Reward, celebrate and recognise the contributions of our people to our collective success.

Build resilience and capability for new ways of working - challenging ourselves to be adaptive and forward thinking.

This People Strategy underlines our commitment to the people that make the GSA. It sets out the actions we will take to enable people across the GSA to move forward together in creating the successful, and transformative art school we want to be.

Morag McElhinney, Director of HR

For The Glasgow School of Art to be a great place to work, where people are empowered to drive change and create impact that is both transformative and collaborative.

How are we going to deliver?

We will do this together by empowering people to succeed and thrive through a culture underpinned by ethical leadership and an inclusive, respectful environment that values our people and enables them to be the best they can be.

We will ensure our leadership and management at every level is ethical, defined by our shared values and behaviours. We aim to attract, recruit, and retain committed, talented colleagues and students who share our values. We are committed to developing, recognising, and inspiring the diversity, talent and potential of our workforce and will work collaboratively to deliver this vision through the following 8 pillars of the People Strategy:

Co-develop shared understanding about the culture of the GSA – agree and embed the behaviours of ethical leadership across everything we do.

Develop in partnership an evidence-based career framework that recognises diversity of contribution to GSA, identifies, and nurtures talent and supports career progression, succession planning and continuous professional development.

Support and develop a skilled, sustainable resilient workforce by undertaking evidence-based strategic workforce planning, effective recruitment and induction.

Nurturing talent and capability through career review and development.

Deliver a positive employee experience – create space for dialogue, continually listen and regularly seek constructive feedback from colleagues; encourage ideas and engagement and ensure timely responses and appropriate actions as required. Recognise, celebrate and reward employee contributions. Prioritise health and wellbeing – recognising that colleagues need to be well to work effectively.

Recognise the contribution of staff, support attraction, retention and engagement of the workforce through robust and transparent approaches to pay and reward.

Be forward thinking and collaborative, adaptive to new ways of working - inspire and encourage evidence-based and innovative forward thinking in support of GSA's strategic development.

Co-develop technology enabled and evidence-based management information framework and an enabling HR function to support the delivery of GSA's strategic ambitions.

This requires the identification of clear actions so that progress can be tracked and impact measured. Actions identified in the People Strategy will be underpinned by detailed timelines and milestones, with clear lines of responsibility for delivery.

Similar to the Strategic Plan, the first year of the People Strategy 2023/24 will focus on building stability, embedding the foundations on which to build upon. Thereafter, the People Strategy will be focussed on developing and implementing people interventions that support the Strategic Plan and the vision for the GSA to be a great place to work. By 2026, it is anticipated the effectiveness of the people interventions will be understood, through staff feedback and data evidence, with opportunities identified for further stretch and extension of the vision.

A SHARED LANGUAGE

DEVELOPING A SHARED UNDERSTANDING OF TERMS WILL HELP US ALL BRING TO LIFE THE AMBITIONS OF THIS PEOPLE STRATEGY:

THE GLASGOW
SCHOOL OF ART

Adaptive	We are questioning, responsive, open to new ideas and supportive of doing things differently where a rationale is provided.
Agency	The ability to act or to choose which action to take.
Behaviours	GSA's values translated into the daily activities and actions we undertake in our daily work routines.
Career Framework	A comprehensive platform of domains aligned to the aspirations and requirements of the GSA that enable the GSA to respond to and integrate critical HR processes.
Co-create	Creating something through working with others.
Co-developed	Developed in partnership with staff, their Trade Union representatives and students.
Collaborative working	Bringing colleagues together in an environment where responsibility and authority, ideas, experience and skillsets are shared equally.
Collegial	A respectful and friendly relationship between colleagues.

A SHARED LANGUAGE

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THE GLASGOW
SCHOOL OF ART

Culture	The sum of our shared beliefs at the GSA and values communicated and reinforced through various methods – the way we behave, the way we do things.
Diversity	Our recognition that each colleague is unique and that their intersectional differences might include their race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical and cognitive abilities, religious, social, and political beliefs or other ideological positions.
Employee voice	The means by which employees share their views and influence matters at work.
Ethical leadership	Leadership across GSA that is directed by respect for ethical beliefs and values for the dignity and rights of others. Leadership is not intended in a hierarchical sense here and can be applied to all staff at GSA – we all have the ability to impact on and influence others through everyday interactions.
Inclusion	We promote and encourage contributions from all our communities of practice and welcome their input and participation.
Leadership	A process of social influence which maximises the efforts of others towards the achievements of a 'greater good' and in the interests of GSA.
Management	The control and direction of people/resources in a group according to GSA's established principles and values.
Our people	Those employed by GSA.

A SHARED LANGUAGE

DEVELOPING A SHARED UNDERSTANDING OF TERMS WILL HELP US ALL BRING TO LIFE THE AMBITIONS OF THIS PEOPLE STRATEGY:

THE GLASGOW
SCHOOL OF ART

Ownership	Feeling as if something is yours.
Partnership	Coming together to achieve a common purpose.
Staff development	The development of skills, knowledge and competences to undertake a role at the GSA.
Values	Our guiding principles for how we work together.
Workplace trust	Ensuring everyone in all our communities of practice are able to speak up without fear, risk, humiliation or punishment.

Ethical Leadership is vital to the GSA's success and to developing a respectful, responsible, and caring culture that values all our colleagues and empowers them. We distinguish leadership from management and our leaders at all levels will ensure that they nurture our diverse and creative talent working collegially, collaboratively and with integrity at all times.

There is a strategic commitment to developing an open, honest, visible and ethical approach to leadership throughout GSA. We need to develop a shared understanding of what ethical leadership looks like in practice across the institution, in different Schools or Departments, and in academic, technical or professional services roles. Regardless of role, at the GSA we will role model ethical leadership in all that we do, enacting it at every level of the organisation. We will recognise ethical leadership when we see it, and feel able to challenge when we don't.

Ethical leadership practice and the GSA values translate into core behaviours that can be seen every day in our work at the GSA, they inform recruitment of new colleagues, how we work together and the development of existing staff.

Our core behaviours are:

- Collaborative – we communicate clearly and respectfully with others. We listen and seek opportunities to work together to achieve common goals.
- Enabling – we empower and foster positive working environments by recognising and encouraging contributions from others.
- Caring – we are kind, respectful and compassionate in our interactions with all colleagues, students and external partners..We encourage social responsibility and sustainability.
- Inclusive – we embrace workplace trust, value difference, recognise and welcome diverse views and opinions without inducing fear or favour.
- Curious – we inspire innovation and encourage new ways of working, we are inquisitive, and offer constructive challenge.
- Transparent – we are open in how we deliver. Others can see and understand decision making and actions. Our actions are aligned to our values, policies and procedures.



Credit: Sasha Delmage, Fair Isle, 2011

HOW WE WILL BRING ETHICAL LEADERSHIP TO LIFE AT GSA:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
Shared understanding of Ethical Leadership behaviours	Neutral assessment feedback will inform ethical leadership behaviours.	December 2023	People Plans developed in Schools/ Departments.
	Embed the agreed expectations and behaviours within the career framework, HR policies and within all people related processes, increase leadership visibility, and clarify awareness and expectation – e.g., intranet, staff comms, career reviews, recruitment, induction and promotion	August 2023	Regular discussion at senior team meetings across Schools/ Departments. Improved workload modelling, Reduction in zero hours contracts.
	Co-develop and roll out guidance and resources for teams on 'Our GSA' that support, contextualise and facilitate local discussions on how we work together at the GSA, taking into account the Neutral Assessment and ethical leadership.	Starting in March 2023 through to January 2024	Uptake and ownership of resources and user feedback. Feedback via the TU Forum. Pulse surveys or similar.
Develop ethical leaders at all levels	Identify leadership development requirements and opportunities (e.g. unconscious bias training, active bystander training, difficult conversations training, coaching, webinars, action learning sets) for leaders and aspiring leaders at all levels that align to the GSA culture.	October 2023	Feedback and identified skills gaps.
	Informed by development of our culture and ethical leadership behaviours at GSA, develop and implement leadership development opportunities, linked to career reviews and evaluate impact.	December 2024	Evaluation of learning and impact analysis.
Recognise and celebrate staff	Co-develop and implement annual awards for staff, nominated by colleagues for excellent examples of the GSA values and behaviours.	December 2023	Running the event – participation, numbers of nominations and evaluation/ feedback.

GSA's strategic plan 2022-27 commits to developing: 'an evidence-based career framework that recognises diversity of contribution to GSA, identifies, and nurtures talent and supports career progression, succession planning and continuous professional development'

Additionally, we will: 'Celebrate and recognise the contributions of all our people to GSA's collective success and build our resilience, capability, and capacity to shape new ways of working and challenging ourselves to be adaptive and forward thinking.'

and

'Work collegially and with our Trade Union Forum to develop open, transparent mechanisms for all staff and student engagement that are founded on trust, respect, and psychological safety'

We will co-develop a career framework that will provide clarity and consistency and outline our shared expectations and opportunities for all colleagues across GSA and how they can contribute to GSA's success. The framework will be co-designed with GSA's communities to ensure it supports diversity and wherever possible gives agency to colleagues and to our leaders to nurture and develop our talent. The career framework will recognise diversity of contribution to GSA, support career progression, succession planning and continuous professional development.



Credit: Ella Mottram, D.A.N.D (Dance a New Day) 2018

HOW WE WILL DEVELOP A CAREER FRAMEWORK AT THE GSA:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
<p>Implementation of a Career Development Framework</p>	<p>We will co-develop with colleagues across GSA an evidence-based career framework that provides clarity and accountabilities about our roles and our expectations and anticipated outcomes that will contribute to the success of GSA's strategy. The Career Framework will be developed and implemented incrementally.</p>	<p>December 2025</p>	<p>Project plan, milestones and detailed timeline. Steering Group. Pilot outcomes. Production of an agreed staff framework, that staff understand and feel ownership of.</p>
	<p>We will develop our systems to support the implementation of our career framework.</p>	<p>August 2024</p>	<p>Use of enabling systems. Accurate data available.</p>
	<p>We will work collegially and collaboratively to implement the career framework throughout the 'employment journey' and in shaping recruitment, role descriptors, workforce and workload planning, succession planning and career development and review.</p>	<p>December 2025</p>	<p>Evidence of shared understanding and use of the framework throughout the employment journey across the GSA.</p>
<p>A programme of staff development that supports our strategic delivery</p>	<p>Through identification in the career framework of the skills, knowledge and performance the GSA requires in all domains at all levels, undertake a gap analysis with staff to inform development and support.</p>	<p>December 2025</p>	<p>Career review and evaluation of staff development maps clearly to the Career Framework. An emergent development culture evidenced through increased career review and development activity. Staff mobility.</p>

Ensuring we have the right people in the right place at the right time with the right skillsets is essential for the successful delivery of the GSA's Strategic Plan 2022-27. Working closely with academic Schools and Departments, HR Business Partners will support the review and agreement of current and future workforce needs. This will improve an understanding of workloads across the GSA and workforce planning that links to financial planning, leading to identification of actions required to deliver GSA's success, underpinned by evidence-based resourcing strategies, workload modelling approaches, organisational and structural design, and clear career and skills development plans.

Workforce planning will require us to support and develop a skilled, sustainable resilient workforce by undertaking evidence-based strategic planning, effective recruitment, induction, workload modelling and staff development. It will also consider the new skills and new roles the GSA will require to meet its ambitions, identify and nurture the talent we have and develop talent pipelines through succession planning and recruitment that support the ambitions and sustainability of each GSA unit, seeking to improve security where possible and building trust across the workforce.

A key strand of our workforce planning activity and our strategic success must be to increase workforce diversity and attract committed and talented individuals, to enable this we will design and develop a delivery plan to support recruitment and induction.

GSA's recruitment 'brand' will be aligned to our values and behaviours and consistent across all social and media platforms, and our career framework will enable the development of efficient, technology supported processes to ensure a positive recruitment and induction experience for applicants and hiring managers alike.



Credit: Sophia Mellander, 2022

HOW WE WILL BRING EFFECTIVE WORKFORCE PLANNING TO GSA:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
<p>Workforce Plans for Schools/ Departments to enable strategic delivery</p>	<p>HR Business Partners will work closely across the GSA to map out the workforce requirements at School and Department level, including consideration of workload models, for successful delivery of the Strategic Plan.</p>	<p>December 2023</p>	<p>People Plans developed in Schools/ Departments..</p>
	<p>Through listening to challenges facing colleagues, HR Business Partners will identify interventions to help Schools and Departments have the right people in place at the right time and enhance understanding of the different contractual arrangements, looking to enhance security where possible.</p>	<p>August 2023</p>	<p>Regular discussion at senior team meetings across Schools/ Departments. Improved workload modelling. Reduction in zero hours contracts.</p>
<p>Improved diversity of the GSA workforce</p>	<p>Working with hiring managers and staff to develop and implement a Recruitment Strategy for the GSA that is focussed on widening reach of recruitment campaigns and positive impact.</p>	<p>December 2023</p>	<p>Recruitment outcomes will be analysed for positive impact on diversity of the GSA workforce. Achievement of relevant charter marks that recognise good practice.</p>
<p>Effective use of Visiting Staff</p>	<p>Working with key stakeholders, develop robust arrangements for Visiting Staff that support a positive working experience, attraction and remuneration.</p>	<p>August 2023</p>	<p>Feedback from Heads of School and Visiting Staff.</p>

Ensuring that all colleagues have the skills, capabilities, and agency to successfully fulfil their roles now and in the future is vital to ensure GSA's sustainability and to fulfilling the aspirations outlined in the Strategic Plan 2022-27. To enable the above, we will co-develop a career framework that will provide clarity and consistency and outline our shared expectations and opportunities for all colleagues across GSA and how they can contribute to GSA's success.

To be an institution that can evidence that it values and invests in its people, the GSA must ensure that all colleagues have the opportunity for systematic and regular career review discussions to support their personal growth, skills development, and performance, and providing clarity as to what and how they can contribute to the GSA's success. Career Review also enables identification of talent, informs succession planning and workforce planning.

As an educational institution, it is important that we evolve new ways of delivering and supporting learning in the workplace to maximise development opportunities for staff across the GSA that are inclusive, innovative, support the strategic ambitions and deliver high quality learning outcomes.



Credit: Aino Larvala, 2022

HOW WE WILL NURTURE TALENT AND DEVELOP STAFF:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
Initiate regular Career Review Discussions	We will work with people across the GSA to improve the quality, value and regularity of career review and development discussions, linking individual motivations and aspirations to strategic success. Implement improved workflows that support career review and learning activity.	October 2023	Staff feedback on quality of and access to career review discussions e.g. via pulse surveys. Career review becomes embedded in our culture and is viewed positively.
	Implement improved workflows that support career review and learning activity.	January 2024	Improved reporting.
	Identify and develop mechanisms including career review, that support development of talent and staff mobility.	October 2023	Uptake of opportunities for staff to get involved in internal and external programmes or projects. Staff mobility.
Catalogue of high-quality learning opportunities that supports inclusion and ethical leadership	Evaluation of our staff development, support and training provision, including induction and probation periods. Work together to identify opportunities to supplement learning with additional quality learning/ development for specific roles (e.g. face to face, coaching and mentoring).	August 2023	Staff feedback on quality of provision, development and induction. Joined up training pathways.
	Enhance/ develop manager capability through enhanced provision of a range of interventions and support e.g. line manager training courses, peer support, coaching, training courses, webinars, action learning sets, cross-institution networks.	August 2024	Feedback from managers and staff e.g. through surveys. Culture change aligned to ethical leadership, Our GSA and behaviours evidenced through increased manager, staff and TU confidence in policy application.
	Development of line manager resources that support an anti-racist and inclusive culture and confident management e.g. new working arrangements, managing change, performance management, supporting wellbeing, unconscious bias, having difficult conversations, active bystander training.	August 2024	Provision and use of line manager resources linked to the GSA policies. Increased staff and manager confidence in policy application. Reduction in complaints/ grievances.
	Link learning catalogue to career review, career framework and workforce planning activity to ensure staff have access to development that supports sustainability, inclusion, innovation, data informed decision making and digital capability.	April 2025	Alignment of resources and thinking e.g. cross references, navigation links.

At the Glasgow School of Art, we believe everyone should have a positive and rewarding experience. GSA is dedicated to identifying and tackling inappropriate behaviour whenever it arises. No one in our community should ever be the focus of gender-based violence, sexism, racism, discrimination, assault, bullying, harassment or any other offensive conduct.

Our aspiration is for the GSA to be a great place to work, where people have the agency to speak out, offer constructive critique and contribute to its future success. We will prioritise the health, wellbeing and safety of our staff and ensure that colleagues are consistently and compassionately led, inspired, and supported in a positive working environment.

GSA's strategic plan commits us to:

'Enhance the support for the health and wellbeing of all our colleagues and students and work to improve the equity, equality, inclusivity, and diversity of all our communities'

Our culture will empower and enable GSA's communities to thrive at work, will be underpinned by ethical leadership, effective collegial and collaborative work with Trade Unions, recognition of colleagues' contribution and the respectful welcoming of a diversity of views. In building confidence and trust at all levels of GSA, we will develop ways to regularly engage with our colleagues – virtually and in person, listen to them and act to provide timely and meaningful responses to their questions.

We will develop the sense of community, fostering an inclusive culture that enables open and honest conversations and ensures that our policies are aligned to our values, informed by Trade Unions and staff feedback allowing us to develop experience and resources that support our leaders and managers and contribute to GSA's collective learning.



Credit: Katarzyna Krynsk, 2019

HOW WE WILL CONTINUE TO IMPROVE EMPLOYEE EXPERIENCE:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
<p>Employees are engaged</p>	<p>A co-developed neutral assessment to track progress since 2019 and understand any barriers to a positive culture and ethical leadership.</p>	<p>March 2023</p>	<p>Completion of the Neutral Assessment report by external partners and sharing with staff.</p>
	<p>Recommendations and thematic feedback from the Neutral Assessment built upon and used to develop the People Strategy.</p>	<p>March 2023</p>	<p>Delivery of the actions set out in the People Strategy.</p>
	<p>Sessions with staff to debrief the Neutral Assessment and launch the people Strategy, developing Our GSA approach.</p>	<p>May 2023</p>	<p>Attendance and participation at sessions. Evaluation of the sessions by staff.</p>
	<p>Involve staff in the identification and development of mechanisms to facilitate regular staff engagement, dialogue and coming together (virtually/ in person) e.g. surveys, meetings, webinars, newsletter, line manager briefings, intranet, staff spaces etc.</p>	<p>December 2023</p>	<p>Increased levels of staff engagement indicating staff can see the benefit of feeding back – you said, we did approach is successful at increasing engagement Staff and Trade Union feedback on culture.</p>
	<p>Use data (e.g. from Report and Support and grievances) to identify any negative culture themes and identify actions to address these.</p>	<p>Quarterly review</p>	<p>Action taken in response to any emergent themes.</p>
	<p>Through the Trade Union Forum, review Facility Time arrangements in recognition of the vital role of Trade Union colleagues in employee voice.</p>	<p>November 2023</p>	<p>Updated Joint Working Agreement.</p>

HOW WE WILL CONTINUE TO IMPROVE EMPLOYEE EXPERIENCE:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
<p>Clarity on policy and capability in application</p>	<p>Working with colleagues across the GSA to improve clarity of informal and formal Grievance processes by updating the Policy and developing awareness raising and training for managers, to include clarity on pathways for raising concerns (e.g. Report and Support).</p>	<p>September 2023</p>	<p>Updated Policy and resources available. Reduction in formal grievances, with greater confidence to resolve grievances at informal stages. Improved staff and manager confidence in application of policy. Attendance at training courses/ development sessions. Staff and Trade Union feedback on culture. Insights from HR surgery sessions and mailbox queries.</p>
	<p>Informed by staff feedback, a refresh of Dignity at Work Policy that clarifies behaviours and processes and leads to training for managers.</p>	<p>September 2023</p>	<p>Updated Policy and resources available. Data on application of policy. Trade Union and staff feedback on impact on culture. Attendance at training courses/ development sessions.</p>
<p>Health and wellbeing of staff is prioritised</p>	<p>Co-develop a refreshed Absence Policy to better support health and wellbeing, training for managers.</p>	<p>September 2023</p>	<p>Updated Policy and resources available. Reduction in formal grievances, with greater confidence to resolve grievances at informal stages. Improved staff and manager confidence in application of policy. Attendance at training courses/ development sessions. Staff and Trade Union feedback on culture. Insights from HR surgery sessions and mailbox queries.</p>
	<p>Accessible, collaborative and positive working environments.</p>	<p>March 2024</p>	<p>Rose Street Change Programme. Staff spaces. Collective ownership for working environments.</p>
	<p>Working with colleagues across the GSA, co-develop a data informed Healthy Working Lives Action plan and Wellbeing Policy, delivering campaigns that support staff, including financial wellbeing.</p>	<p>December 2023</p>	<p>Delivery of HWL campaigns throughout the year. Staff feedback. Improved wellbeing resources on staff intranet, analytics track what staff access the most. Staff feedback. Trade Union Forum discussions and insights on wellbeing.</p>

An important pillar in its own right but also one that is threaded through all the pillars listed is that of pay and reward within the Glasgow School of Art. Pay and reward are important in attracting, retaining and engaging our workforce.

This work acknowledges the challenges in the operating environment as well as the wider cost of living crisis that is currently being experienced and the overall impact that this is having on our workforce, students and wider communities. We will continue to commit to national collective bargaining processes and work in partnership to ensure that we collectively work for the good of all. We will also endeavour to articulate the total reward to staff of working at the GSA, taking into account for example, the impact of pension contributions and other benefits available to our staff. Implementation of a Career Framework will also support structured development and the career progression of staff, another important aspect of the total reward package.

GSA will continue to report on equal pay and is committed to achieving the Real Living Wage accreditation. This pillar will look at more than just pay, it will explore the unpaid benefits of working for GSA and aspires to help develop an approach to overall employee financial wellbeing as recently described in the Chartered Institute of Personal and Development (CIPD) guide “Employee Financial Wellbeing, a practical guide”



Credit: Yucan Pan, 'Error' Ark, 2016

HOW WE WILL DEVELOP ROBUST AND TRANSPARENT APPROACHES TO PAY AND REWARD WITHIN GSA:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
Open and transparent pay structures are applied	Aligned to the Career Framework development, work collaboratively to review all the different job types across GSA to ensure that pay principles are being applied consistently. Work with colleagues to review spine points. Participation in national collective bargaining processes.	March 2024	Regular reporting on pay structures and application of policy. Trade Union relations and feedback. Levels of industrial action. Robust data on job evaluation and pay progression.
Understand and deliver equal pay across the GSA	Utilise equal pay data across all protected characteristics on a continuous basis to inform decision making. Annually publish our Equal Pay audit along with the breakdown of our staff Equality Monitoring Report.	April 2025	Equal Pay Reviews evidence reduction in gender pay gap and occupational segregation.
Work towards becoming a Real Living Wage Accredited employer	Working closely with Trade Union colleagues and in collaboration with other key stakeholders at GSA to achieve this external accreditation.	Jan 2024	Awarded accreditation.
A fair and consistent job evaluation process is applied across the GSA	Working with Trade Union colleagues, review the process and application of our current job evaluation process to ensure consistency of application across all schools.	Dec 2023	Improved application of process and reporting on its consistent application.
Recognition of staff contribution	To co-create staff awards and mechanisms for recognition of significant staff contribution.	August 2023	Participation and feedback. See also Pillar 1.
	Work with staff and managers across GSA to develop transparent and fair reward frameworks e.g. consistency across roles/ grades, senior staff remuneration.	August 2023	Data on roles/ grades. Regular Equal Pay Audits.

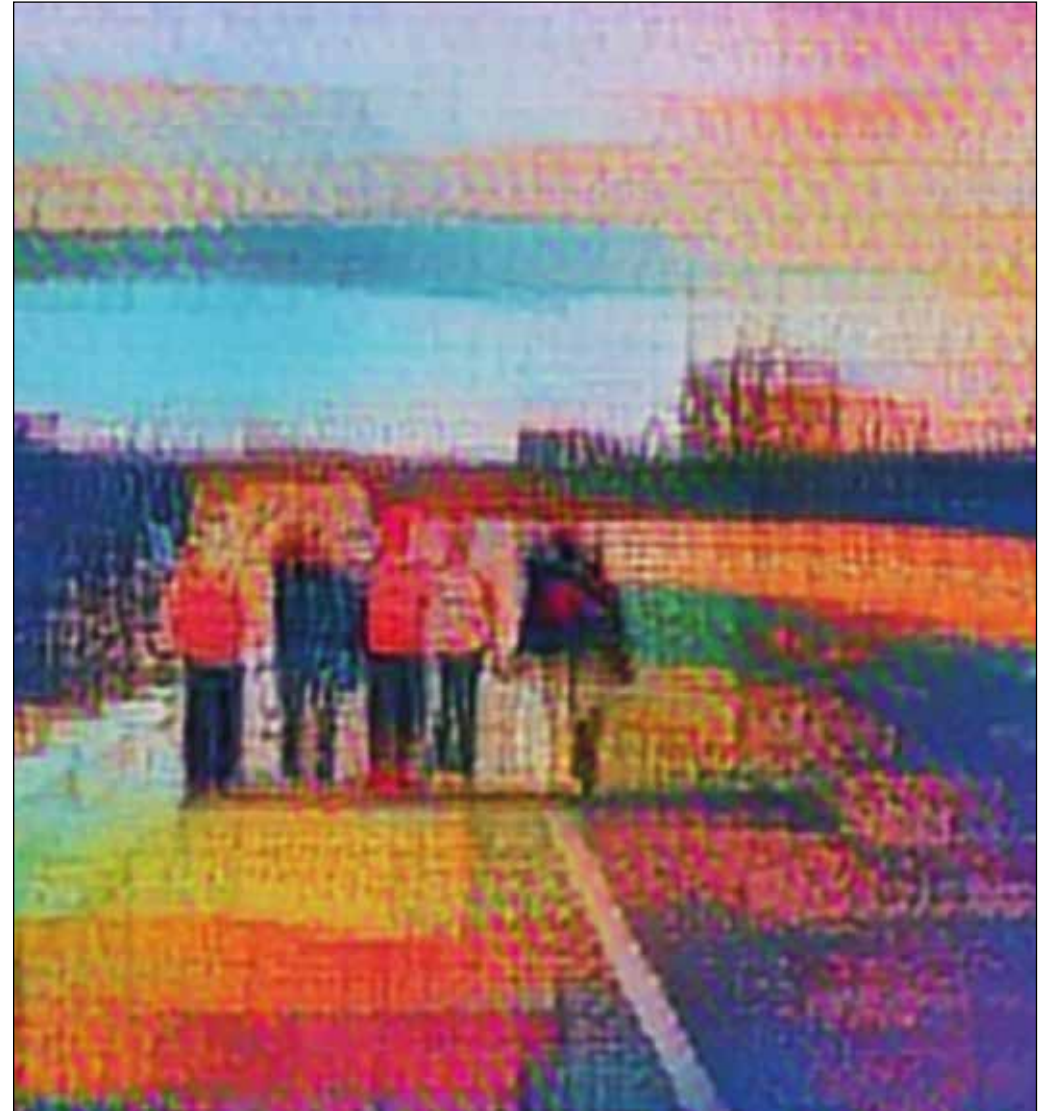
HOW WE WILL DEVELOP ROBUST AND TRANSPARENT APPROACHES TO PAY AND REWARD WITHIN GSA:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
<p>Recognition of financial wellbeing</p>	<p>Through listening to staff and Trade Union colleagues, develop financial wellbeing support as part of an overall Wellbeing strategy, including detail on the total reward e.g. pension.</p>	<p>December 2023</p>	<p>Delivery of resources – see Pillar 5. Clear signposting of benefits available to GSA staff.</p>
<p>A robust and transparent framework for senior staff remuneration</p>	<p>Develop a refreshed Remuneration Committee Framework.</p>	<p>August 2023</p>	<p>Framework approved by the Board of Governors. Application of the framework to senior staff remuneration evidenced by internal audit.</p>

Change is now a constant, meaning that we need to support the GSA staff to be adaptive and resilient to new ways of working, with a mindset that embraces continuous improvement. Maintaining work-life balance, managing change and developing the capability of colleagues across GSA to accommodate new ways of working, while continuing to ensure and deliver a positive student experience.

Following the pandemic, new ways of working continue to evolve, our working arrangements should be inclusive and recognise that staff have other significant roles that sit alongside work and that one fixed way of working will not support a positive employee experience.

Co-creation and evolution of working arrangements will require empowerment of staff so they have the autonomy, flexibility and trust to work in effective new ways, while ensuring that neither collegiality nor the student experience are undermined. We will also require to develop capability to lead and manage differently as we continue to challenge ourselves about what, where and how work is delivered. Digital technology and the digital capability of staff will be a key enabler as we implement our Estates strategy. As we review our estates footprint and deliver efficient financial management, we will provide inclusive, accessible working spaces that support staff health, safety and wellbeing. Our premises must deliver a positive employee experience that also support health and wellbeing, support the sense of community and improve opportunities for collaboration and positive social interaction.



Credit: Helen Ochoa, Interaction Design, 2022

HOW WE WILL SUPPORT THE EVOLUTION OF NEW WAYS OF WORKING AND THE ESTATES STRATEGY:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
Communication and shared understanding of the Estates strategy	Through a collaborative approach, develop and share clear messages with staff and Trade Union colleagues about the Estates strategy and its implications, using agreed change processes to communicate with staff.	January 2023	TU Forum feedback. Implementation of the Organisational Change Policy and Toolkit.
Evolve new ways of working and a continuous improvement mindset.	Working with staff, managers and Trade Union colleagues develop, test and refine hybrid working arrangements at the GSA.	March 2024	Impact assessments, staff feedback.
	Co-develop and share resources, informed by staff feedback, that support new ways of working and develop manager capability.	August 2023	Staff resources that are regularly accessed and positively evaluated.
Working environments that support employee experience	Working with Estates colleagues to understand what staff across the GSA require to have inclusive, accessible and positive work environments and identify opportunities to further develop or invest in our work spaces.	TBA	Staff feedback.

The GSA's strategy is committed to providing 'an effective and enabling HR department to support GSA's strategic plan and enable the delivery of this People Strategy'. The HR Function is committed to being a trusted partner across the institution for all staff, developing policies and people solutions that enable success. The HR function serves 2 main purposes for the GSA, both ultimately focussed on delivering a positive employee experience and maintaining strong partnership working with Trade Unions.

The first is to partner the Schools and Departments in achieving strategic ambitions through the identification and delivery of innovative people solutions. The HR Function will work with colleagues to understand their challenges, to develop data-informed insights and to identify where people solutions will enable successful delivery. This includes working alongside colleagues across the GSA to undertake workforce planning activity, developing the roles and skills required for a future focused, sustainable institution.

The second and equally important HR function, is to provide support throughout the employment journey from evaluation of roles to recruitment, through to advising on policy and terms and conditions, supporting conflict resolution, advising on informal and formal cases, to exit management. This is high volume, largely reactive work. The team are committed to delivering a trusted, responsive, user friendly and accessible operational HR service.

We also need to develop an agile and data informed approach to the continuous improvement of our HR workflows and systems, using technology to improve the efficiency and effectiveness of our operational HR delivery and to support the flows of people information across the GSA.



Credit: Lydia Davies, 2021

HOW WE WILL DELIVER AN EFFICIENT, ENABLING AND TRUSTED HR FUNCTION:

DESIRED OUTCOME	WHAT WILL WE DO?	WHEN WILL WE DELIVER BY?	HOW WILL WE MEASURE SUCCESS?
An enabling HR function	The HR Business Partners will work alongside schools and departments, to develop an enhanced insight into the challenges and to proactively identify innovative solutions that will enable continuous improvement and strategic delivery.	October 2023	Feedback from Schools/ Departments on the HRBP role and value-add activity. Improved employee experience – TU feedback and staff engagement activity.
	The HR Business Partners and wider HR team will connect to bring together data insights with tacit intelligence to continuously refine and enhance HR delivery.	August 2023	Management information and dashboards shared with Schools/ Departments. Data driven decision making.
An efficient HR function	Working with colleagues across GSA, review of people data flows (e.g. establishment control, joiners/movers/ leavers processes) to identify opportunities for improvement and development of a single source of truth. Improve accuracy of data.	November 2023	Single source of truth. Balanced establishment/ footprint across functions (HR, Finance, IT)
	Aligned to our Digital Strategy and vision for data, collaborate with colleagues to maximise the use of technology to support data workflows and efficiency.	January 2024	Reduction in duplication across teams e.g. HR and finance
	Working with the users of our HR services, review HR mailbox to identify alternative delivery mechanisms that lead to improved user experience (e.g. intranet, FAQs, handbook).	December 2023	User feedback and reduced response times
	Develop clear responsibilities and accountabilities across the HR team.	August 2023	Embedding across HR Team.
A trusted partner	Working collaboratively with staff, managers and Trade Union colleagues, develop clarity across the GSA of how to raise concerns, clarifying HR and other support available (e.g. Report and Support, Mediation, Employee Assistance, OH). This will include review of policies, development of process maps and FAQs, and development of HR team.	January 2024	Updated policies. Updated information for colleagues/ process maps.

The People Strategy sets out our vision for delivery of a positive employee experience at the GSA, setting out the actions we will collectively take over the next 2 years that we believe are required to take us on the journey to deliver culture change. The GSA risk register identifies that failure to be effective in our recruitment and retention of staff will negatively impact on strategic delivery and on the overall success of the institution.

Lead indicators have been developed to enable tracking of the impact of the People Strategy on engagement and turnover at the GSA, reported to the Board of Governors on a quarterly basis. We also have in the GSA Equality Outcomes identified that we must do better to develop anti-racist practices across the institution, in particular take action to deliver a more diverse workforce. The HR Committee will receive updates against the workplan set out in this strategy. Should the actions identified fail to deliver the desired impacts and the culture change set out in this plan, new actions will be identified in partnership and their impact tracked to ensure we remain focussed and dynamic in delivering people and culture change across the GSA.

Given the constant pace of change at institutional, sectoral, national and global levels, this plan will be reviewed in 2024 with a refresh and update of the actions.



Credit: Corrie Jensen, REM, 2023