



People and Organisation Development Plan 2020–2025

Our Vision

A Scotland where all people value science and technology to inform decision making, empower individuals and enrich lives.

Our Mission

To be an essential bridge between citizens and science and technology. To inspire people of all ages to explore and understand the world around them, to discover and enjoy science and understand its relevance to their own lives.

Our Ambition

To make a substantial contribution to the educational, economic and cultural development of Scotland.

Our Values

Our core values are at the heart of our business and therefore our people. They define how we work, what we believe in and stand for.

We strive for excellence to be the best we can be to make a positive impact on society.



We are inclusive and want to make GSC a welcoming, respectful and supportive community for everybody.



We innovate by being proactive, inquisitive and always ready to learn and improve.



We collaborate to build relationships with our community to empower and support lifelong learning together.



CEO Foreword



Glasgow Science Centre has ambitions to transform lives through engagement with science.

We have established ourselves as a world class science centre in the eyes of our visitors, partners and peers and have done so by bringing together exceptional people who share purpose, values and a desire to make a difference.

We strive to create a working environment where all colleagues are equally valued, supported and recognised for their contribution.

The People and Organisational Development Plan defines our aspirations and commitment to developing our people. It sets out how we want to recruit, develop and retain our people in order to create meaningful experiences with science, develop strong partnerships and achieve excellence in everything that we do.

Our ultimate goal is always to maximise individual potential and organisational performance with our people and their wellbeing at the heart of everything that we do.

I am personally committed to doing all that I can to create a great working environment so that we can all do our jobs well and enjoying working in the Glasgow Science Centre.

– **Stephen Breslin, Chief Executive**



Strategic Themes

Recruit

“We want to attract talent and employ a workforce reflecting the communities we serve.”

Develop

“Learning is at the heart of what we do; we want to support our people to achieve excellence through learning.”

Lead

“Empowerment to seek excellence requires inspirational leadership at all levels.”

Review

“Evaluation and continuous improvement are key to driving our success.”



Recruit We will...	Develop We will...	Lead We will...	Review We will...
Ensure the right people are in the right roles at the right time through effective workforce planning.	Adopt a continuous learning and development culture equipping our people with the necessary skills and investing in their ongoing development.	Develop leadership behaviours which support our values and promote a diverse, inclusive, and enabling culture.	Ensure our policies and practices are fair, inclusive and do not inadvertently discriminate.
Attract and employ people with the necessary skills, values and potential to support delivery of the strategic plan.	Develop and embed a top-down coaching approach supporting and empowering our people to reach their full potential.	Shape and deliver organisational change that seeks change by empowering and challenging staff.	Comply with legislation and ensure statutory requirements are met to ensure a fair and safe working environment.
Utilise timely, fair and inclusive recruitment practice that embeds our company values and supports our diversity aims.	Develop a values-based culture which enables everyone to contribute and collaborate fostering innovation and inclusive practice.	Actively engage and empower staff to act within a collaborative culture which encourages innovation.	Regularly review the organisational design to ensure it is fit for purpose.
Induct new staff enabling them to contribute meaningfully and gain a sense of belonging within defined timeframes.	Strive for excellence through effective performance management supporting development, aspirations and addressing mediocrity.	Recognise and value achievement and celebrate success.	Continuously review and develop systems, processes, policies, and practice which support workforce evolution.
Support and continually review the Routes-In Framework providing alternative routes into employment. (see appendix)		Promote a healthy workplace and work-life balance.	Regularly review pay, benefits and assess our ability to become a Scottish Living Wage employer.
			Review and evaluate progress using internal and external metrics to inform action plans.

Principles

The following principles demonstrate the working methods we will adopt to support the aims of our people and organisation development plan:

- HR will adopt a proactive partnering approach working with managers to anticipate and identify potential requirements.
- Behaviours which demonstrate and uphold our company values will be rewarded and recognised on an ongoing basis.
- Our people will be encouraged to participate, contribute and share their perspectives and ideas pushing the boundaries with innovative thinking.
- Collaborative and cross departmental working will be encouraged utilising co-design methods whenever possible.
- Policies will be reviewed and updated in line with legislative changes.
- Available funding will be explored and utilised to enhance staff learning and development opportunities wherever possible.
- Relationships with external stakeholders and routes-in partners will be nurtured and strengthened.



Measuring Progress

We will use the following metrics to measure our progress against our strategic objectives:

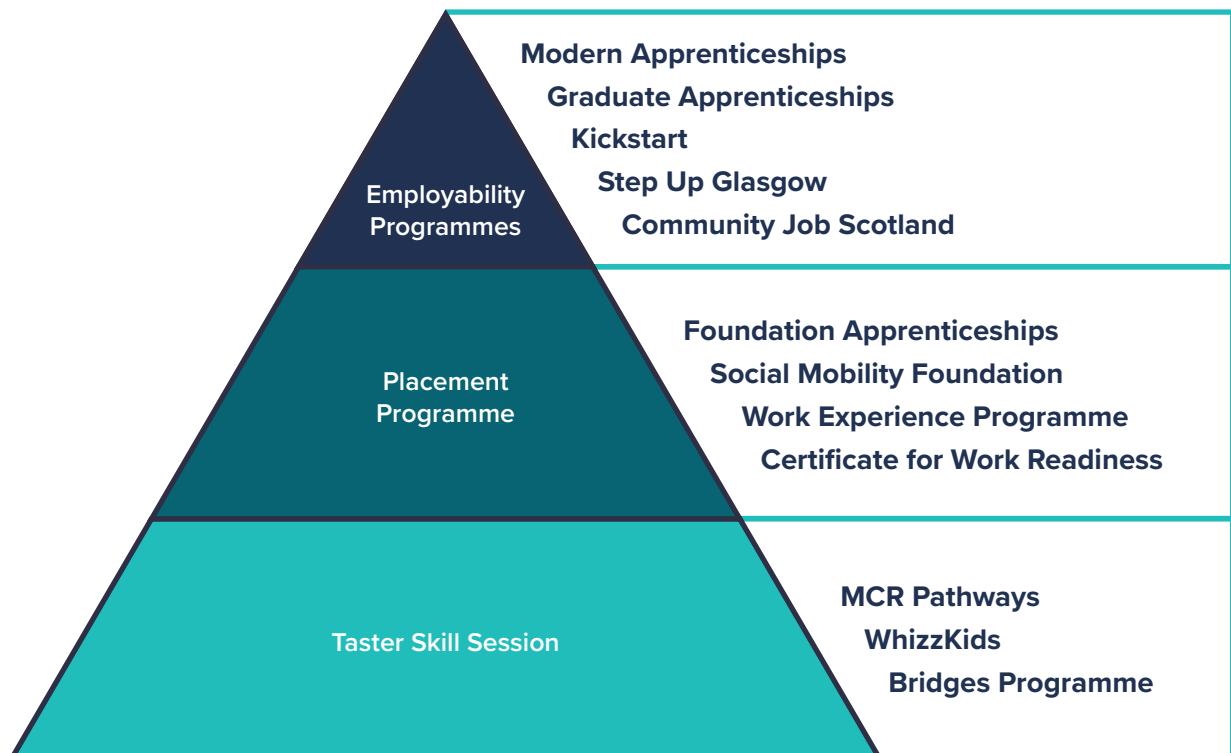
- Annual Investors in People review
- Annual TIDE Benchmark
- Annual Social Mobility Index
- Annual Staff Survey
- Annual Staff Diversity Monitoring
- Staff Exit Interviews

The People and Organisation Development Group consists of the Directors and Human Resources. This group is responsible for the delivery of this plan in conjunction with input from across the organisation. A separate Programme of Actions document details how the plan will be delivered over the next five years.



Appendix

Route-in Careers Pathway





Thank you.

Glasgow Science Centre
50 Pacific Quay | G51 1EA
glasgowsciencecentre.org

GLASGOW
**SCIENCE
CENTRE**
Registered Scottish charity SC030809