Our People Strategy
2021-2024

THE VS WAY

Foreword from our
Chief Executive

I'm delighted to present our new People Strategy which aims to build on VisitScotland's reputation in becoming a leading, world class environment for the best talent in Scotland. We strive to attract exceptional people and provide them with opportunities and experiences that brings out the best in them, and the quality of the work they do. Aligned to our Strategic Framework, we create a shared purpose, values and a desire to make a real difference to Scotland and the visitor economy.

Our ethos focuses on a 'Good to great to world-class' approach, delivering for Scotland and for our industry, and continuously challenging ourselves to be ambitious, innovative, outward-looking, collaborative, people-orientated and responsible.

The People Strategy has been developed with support from our Board, Leadership Group and from staff themselves through consultation and on-going dialogue. The strategy recognises the impact of COVID-19 and how, over the next three years, we must challenge ourselves to think differently, evolve and put our people and their wellbeing at the heart of everything we do.

Malcolm Roughead OBE, Chief Executive

Introduction

The themes outlined in our People Strategy 2021-2024 support the achievement of our strategic goals by ensuring VisitScotland is:
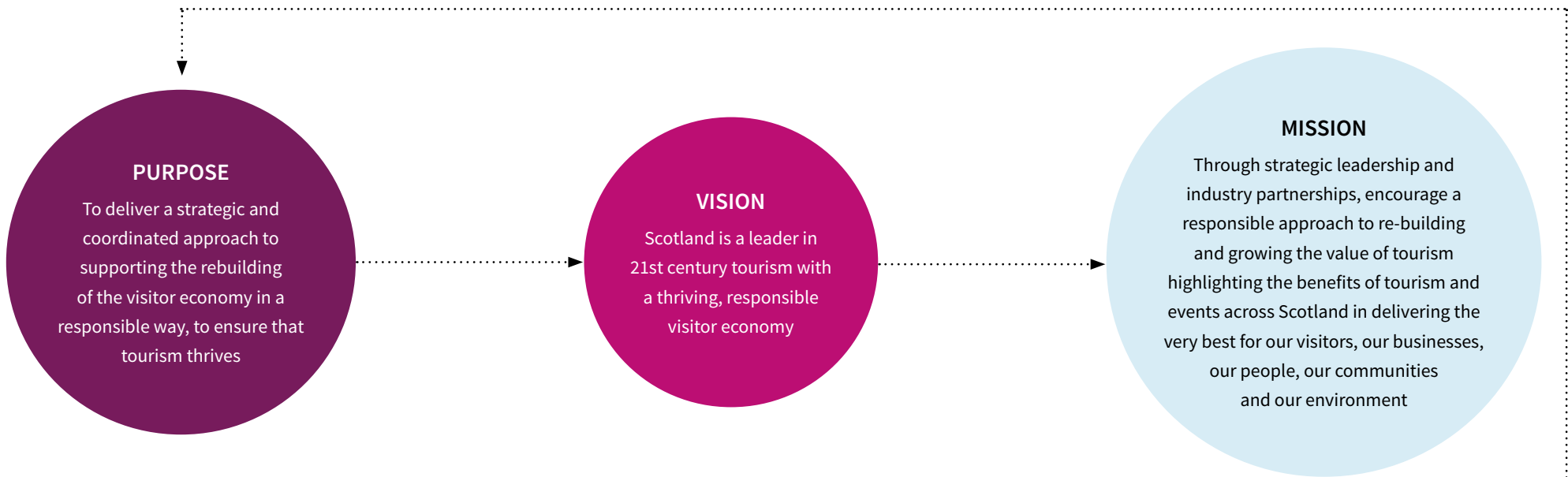
- Considered an employer of choice in Scotland
- An exemplar in responsible and inclusive work practices
- An employer that embraces and celebrates diversity
- A progressive and flexible employer
- Acknowledged externally for the professionalism of our employees, the quality of their work and their contribution to Scotland

We recognise and value our people as the most important asset in achieving VisitScotland's commitments set out in our Strategic Framework. We employ motivated and energised employees with the skills, behaviours and competencies needed to deliver these commitments.

As an employer our practices and culture reflect the dimensions set out in the **Scottish Government Fair Work Framework.**
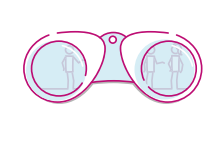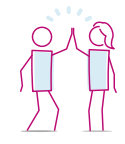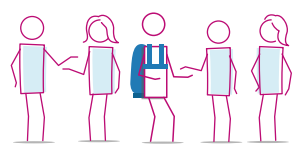
"We attract and employ a diverse workforce that have personality, passion and a real pride in what they do. Our staff choose to be here and give their best, it is 'the VS Way'. It is my privilege to play a part in VisitScotland's story. This people strategy is designed to support our 'Good to great to world-class' ambition and ethos at a time that is so important for the recovery of the Scottish tourism industry".

**Lynn Jack, Head of Human Resources**

PURPOSE

To deliver a strategic and coordinated approach to supporting the rebuilding of the visitor economy in a responsible way, to ensure that tourism thrives

VISION

Scotland is a leader in 21st century tourism with a thriving, responsible visitor economy

MISSION

Through strategic leadership and industry partnerships, encourage a responsible approach to re-building and growing the value of tourism highlighting the benefits of tourism and events across Scotland in delivering the very best for our visitors, our businesses, our people, our communities and our environment

VALUES

| Ambitious | People-orientated | Collaborative | Innovative | Outward-looking | Responsible |

OUR PEOPLE

| Attract | Lead | Nurture | Reward | Engage | Model |
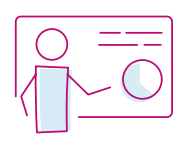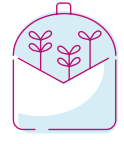
How Human Resources
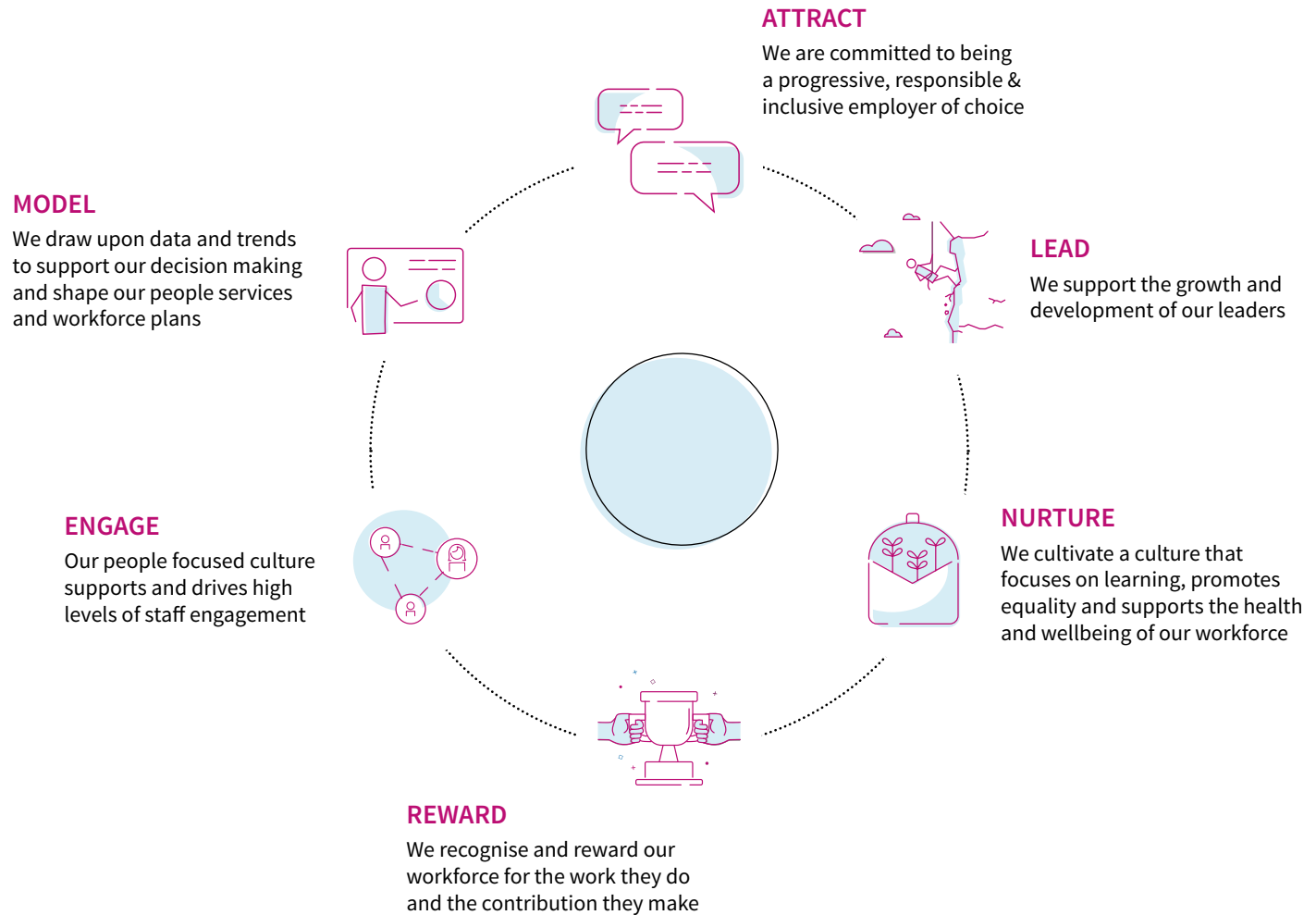## works with the business

- We provide specialist support and expertise in all aspects of human resource management including reward & benefits, equality & diversity, wellbeing, learning & organisational development, recruitment, employee relations, change management and workforce planning

- We operate a business partner service that provides expertise and helps find workable solutions for the organisation

- We are thought leaders, ensuring that the latest people trends are considered and, where appropriate, incorporate in our business practices

- We deliver the highest levels of customer service. We engage and collaborate with colleagues, listen to their needs and adapt our HR services to meet the requirements of the business

- We continually develop our professional expertise and knowledge in the fields of HR, OD and learning and development

- We work with external partners and build a network to learn from others, collaborate and help to enhance the reputation of VisitScotland

- We create and own people policies that facilitate and promote a positive, inclusive and compliant work environment

The themes of our People Strategy

The six themes of our people strategy are aligned to the VisitScotland Strategic Framework and support our 'Good to great to world-class' ethos:

ATTRACT
We are committed to being a progressive, responsible & inclusive employer of choice

LEAD
We support the growth and development of our leaders

MODEL
We draw upon data and trends to support our decision making and shape our people services and workforce plans

NURTURE
We cultivate a culture that focuses on learning, promotes equality and supports the health and wellbeing of our workforce

ENGAGE
Our people focused culture supports and drives high levels of staff engagement

REWARD
We recognise and reward our workforce for the work they do and the contribution they make

Attract
We are committed to being a progressive,
responsible & inclusive employer of choice

We promote and offer quality employment opportunities based across Scotland

We work with local communities and build external relationships with key partners to promote employment opportunities in rural and urban locations across our network

We promote and operate a hybrid and flexible work model

We work with academia and other external organisations to promote employment opportunities

We work with key partners to ensure our job opportunities reach and attract a diverse audience

We promote and offer an equitable and fair pay and benefits package

We develop and implement progressive HR policies to attract and retain talent

We develop and maintain a positive presence as an employer, both on and offline

We reach out to global audiences to attract talent from the UK, Europe and beyond

Lead
We support the growth and development of our leaders

We define and communicate our leadership competencies and the behaviours expected of our employees

We recognise, and develop leadership as a competency at all job levels

We offer a range of opportunities for leadership growth and development at all levels of the organisation

We create and develop succession plans to identify talent and support workforce planning

We manage our talent and seek opportunities to 'grow our own'

We develop leaders to manage a geographically dispersed and agile workforce

We educate our leaders to embrace diversity and lead without bias

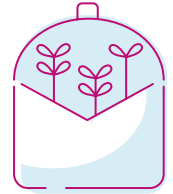We encourage our leaders to act as mentors to support the growth and develop of others

We develop our leaders to be advocates for VisitScotland

Nurture

We cultivate a culture that focuses on learning, promotes equality and supports the health and wellbeing of our workforce

We focus on and invest in employee learning and development

We have clearly defined career pathways and competency frameworks to support development and talent management

We encourage and cultivate a coaching and mentoring culture

We support the health and wellbeing of our workforce

We devise HR policies that promote flexibility, fairness, equality and the fulfilment of employment rights

We have a social conscience and work with the third sector

We work in an agile manner, supporting and promoting sustainable and responsible work practices

We operate a performance management culture that provides clarity of role, focuses on self development, job development and wellbeing

Reward
We recognise and reward our workforce for the work they do
and the contribution they make to VisitScotland

We operate a fair and transparent pay and grading policy

We commit to a pay policy and pay reviews in line with Scottish Government guidance

We offer a range of competitive benefits and rewards that reflect our staff demographic

We communicate and promote the total value of our pay and benefits
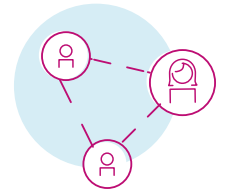
We are advocates for the payment of the 'Living Wage'

We offer and promote staff pension schemes to support the long-term financial security of employees

We work with the business & external partners to explore what, how and where new reward practices can be developed and implemented

Engage
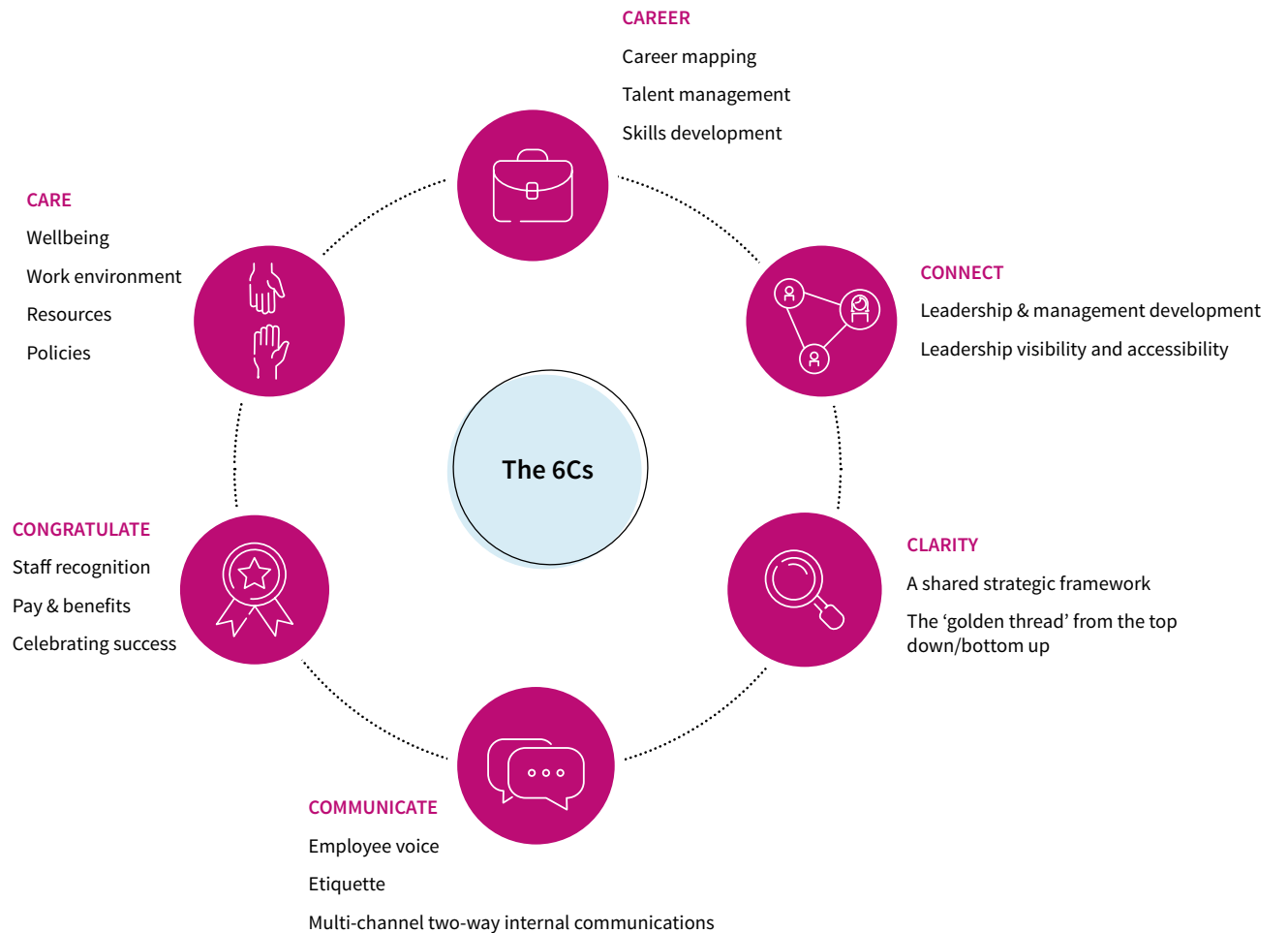### Our people-focused culture supports and drives staff engagement

We strive to create a working environment and culture that creates an engaged workforce. A workforce that are advocates for VisitScotland and all that we contribute to Scotland and its visitor economy.

We promote and communicate the 'VS Way' and ensure our people activities are aligned to our 6C model of engagement.

Our internal communications helps staff understand they are valued and provides two-way communication channels that motivate, involve and inform.

We engage with staff representative groups and give every individual member of staff the opportunity to contribute their views and opinions. This valuable feedback and input helps us shape our engagement activities.

CAREER
Career mapping
Talent management
Skills development

CONNECT
Leadership & management development
Leadership visibility and accessibility

CARE
Wellbeing
Work environment
Resources
Policies

The 6Cs

CLARITY
A shared strategic framework
The 'golden thread' from the top down/bottom up

CONGRATULATE
Staff recognition
Pay & benefits
Celebrating success

COMMUNICATE
Employee voice
Etiquette
Multi-channel two-way internal communications

Model
We draw upon data and trends to support our decision making and shape our people services and workforce plans
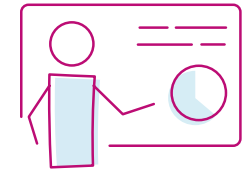
We develop workforce plans to ensure we have staff with the right skills in the right place at the right time to deliver our business objectives

We model our structure and job roles aligned to our Strategic Framework

We gather and analyse people data to support organisational management and drive performance improvement

We gather, analyse and report data in line with all legislative requirements and needs

We create and present accessible people data for our leaders and managers to help them make informed decisions
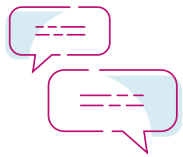
We use our people data to inform and influence our internal communications and staff engagement
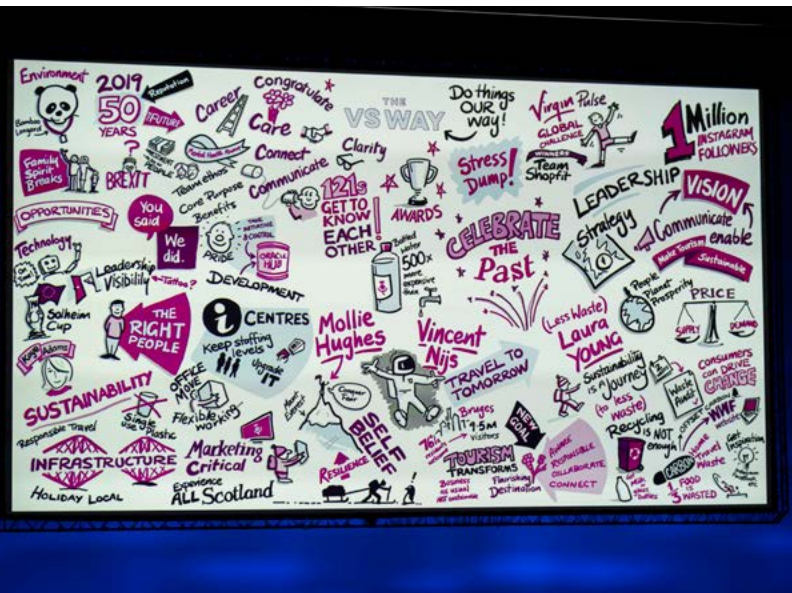
How we measure our success

ATTRACT

- Time & cost to recruit
- Regional spread of applicants
- Regional spread of job offers accepted
- Number of formal flexible working arrangements in place
- Equality data and outcomes
- Equal pay data
- Online recruitment site ratings
- New start evaluation
- Exit Interview data

LEAD

- Staff survey leadership scores
- Leadership programme participation levels
- Number of internal talent moves
- Number of promotions
- Mentor programme outcomes
- Production of workforce plan
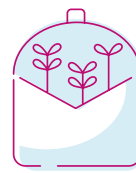
NURTURE

- L&D investment/ROI
- Level of youth employment opportunities leading to permanent employment with VS or externally
- Absence rates
- Volunteering projects completed
- Probationary period completion rates
- Development goal completion rates

REWARD

- Payroll costs & management
- Number of active pension scheme participants
- Total Reward Statement data
- Turnover/retention rates
- VisitScotland pay rate versus living wage
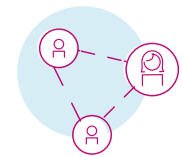
ENGAGE

- Annual staff survey results including engagement levels
- Performance management rating levels