
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:

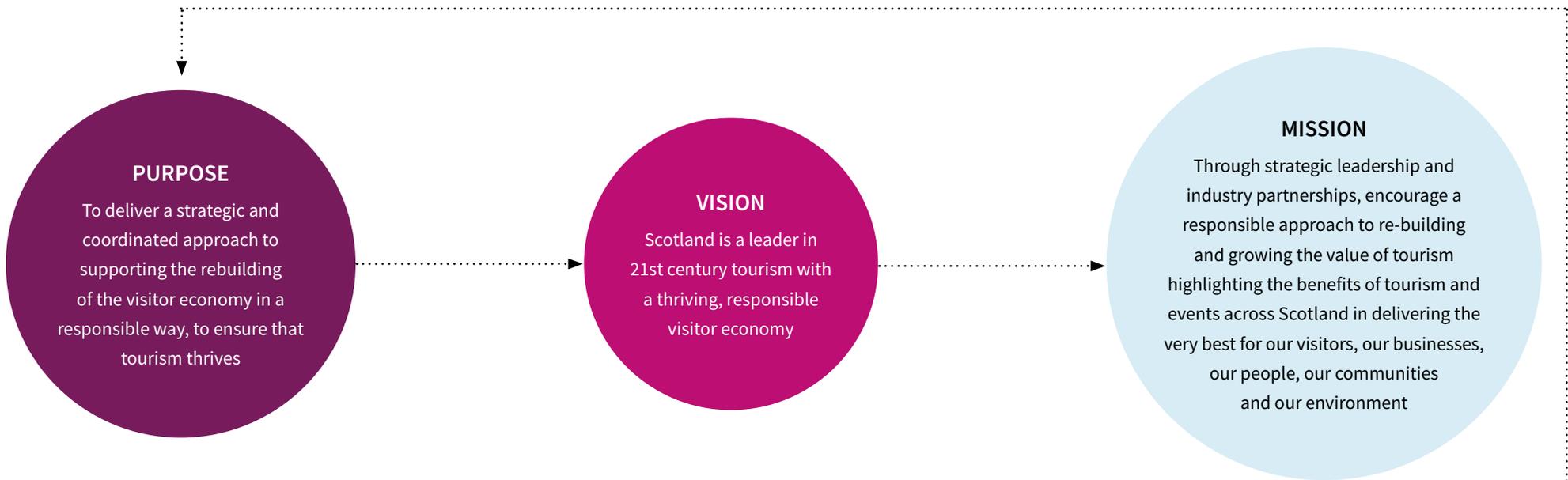
- Considered an employer of choice in Scotland
- An exemplar in responsible and inclusive work practices
- An employer that embraces and celebrates diversity
- A progressive and flexible employer
- Acknowledged externally for the professionalism of our employees, the quality of their work and their contribution 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.

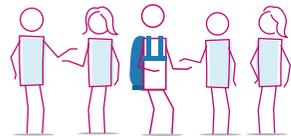
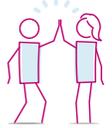
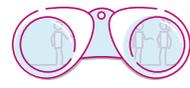
As an employer our practices and culture reflect the dimensions set out in the **Scottish Government Fair Work Framework**.

“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”.

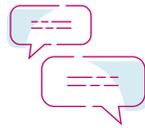
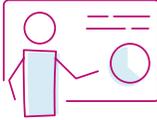
Lynn Jack, Head of Human Resources



VALUES

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

OUR PEOPLE

- Attract** 
- Lead** 
- Nurture** 
- Reward** 
- Engage** 
- Model** 

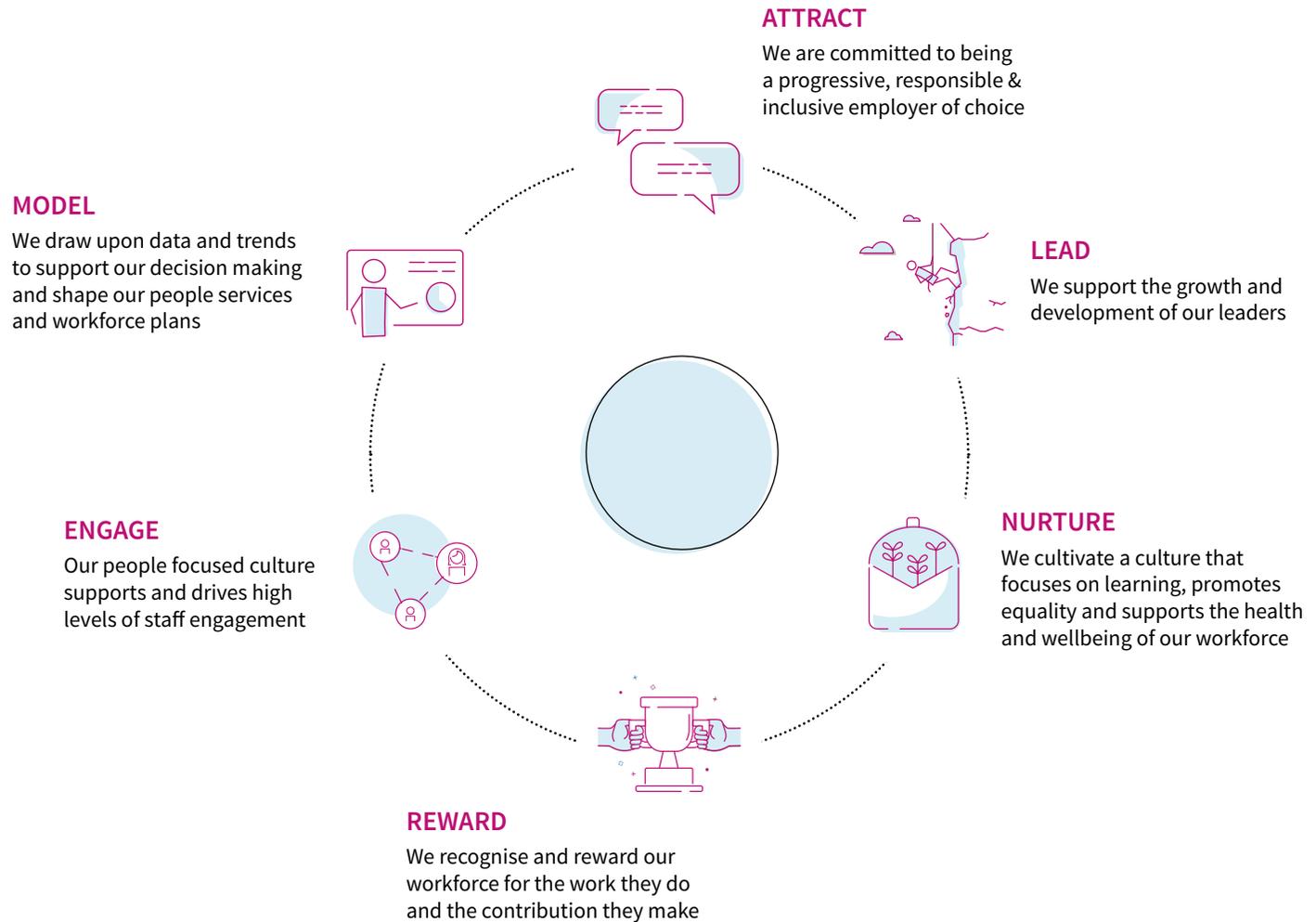
How Human Resources works with the business



- 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



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

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

.....

We develop leaders to manage a geographically dispersed and agile workforce

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We educate our leaders to embrace diversity and lead without bias

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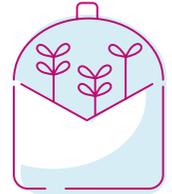
We encourage our leaders to act as mentors to support the growth and develop of others

.....

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

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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

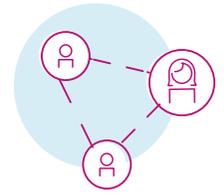
.....
We are advocates for the payment of the 'Living Wage'

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

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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

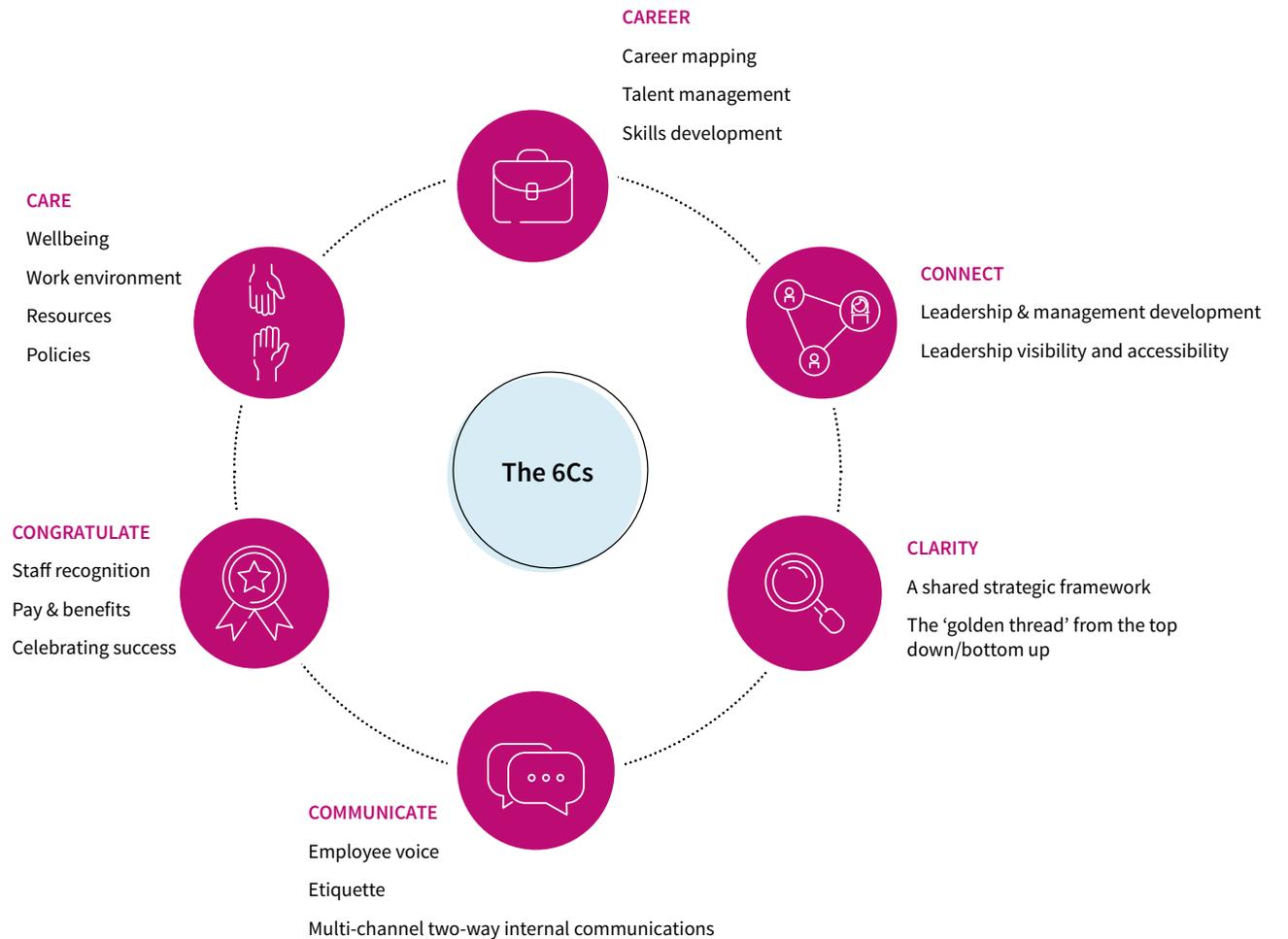


We strive to create a working environment and culture that creates an engaged workforce. A workforce that are advocates for VisitScotland and all that we contribute to Scotland and its visitor economy.

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.

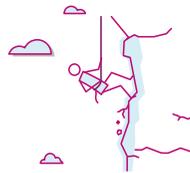


How we measure our success



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



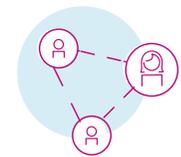
NURTURE

- 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