# Introduction

Appointed by Court, the **People & Organisational Development Committee** (PODC) will oversee the ongoing development, implementation and delivery of the University’s People & Organisational Development Strategy and related plans and procedures, ensuring these are aligned with the key aims and objectives of University Strategy and its realisation.

The Committee shall ensure appropriate monitoring and reporting arrangements are in place and that these are executed accordingly to demonstrate and deliver impact in the delivery of organisational goals to enhance institutional performance and success.

The Committee shall provide corporate governance and oversight of key People & OD initiatives and policies, monitoring compliance in accordance with the relevant and related legal and regulatory frameworks and promote the adoption of best practice in:

* Recruitment & Talent Attraction
* Performance Management,
* Reward & Recognition,
* People and Organisational Development (inc. Leadership Development),
* Talent Management & Succession Planning and
* Cultural & Organisational Change.

To ‘add value’ in terms of corporate governance and associated oversight in the delivery of the People & OD Strategy and provide a degree of challenge to the executive leadership in ensuring the University demonstrates its commitment in delivering in accordance with the best interests of its people, both staff and students.

# Committee remit

The Committee shall:

* ensure that the P&OD Strategy is consistent and aligned with the University’s mission, vision, values and strategic plan
* support the University’s senior management to demonstrate the importance of strategic P&OD practice to the institution in providing support and leadership to all its staff
* act as a sounding board and where appropriate, provide a degree of challenge, to the executive leadership of the University with regards to the P&OD Strategy and the function, providing advice and support, from a breadth of perspectives on P&OD issues
* champion the University’s P&OD agenda and ensure that the P&OD function is appropriately organised, resourced and aligned to support its successful delivery
* ensure the P&OD issues arising from key University projects and strategic goals are identified and actively led
* ensure the University has adequate processes and procedures in place to drive transformational change & enhance employee engagement
* assess the University’s talent pool and its capability now, and via succession & other relevant planning tools, in the future, to meet the University’s strategic goals
* provide guidance and oversight of the University’s performance management and reward practices
* monitor compliance in accordance with the relevant and related legal and regulatory frameworks and ensure the adoption of best practice, and approve key P&OD policies on behalf of Court
* provide a forum for discussion of key trends in the external environment likely to impact on the University’s P&OD agenda and where appropriate, recommend associated actions
* support the work of senior management in terms of pro-actively advancing diversity and inclusion across the University
* monitor the employee relations culture and climate within the University, supporting the executive and P&OD in positive engagement/partnership with the Recognised Trade Unions
* monitor agreed performance indicators and P&OD related MI to oversee key P&OD metrics across the University
* monitor key P&OD risks on behalf of Court, referring and or escalating matters as appropriate to relevant Court Committees, etc
* liaise with other Court Committees as necessary, to ensure the strategic P&OD agenda is aligned and consistently considered on behalf of Court.

# Scheme of Delegation

The following details the delegated authority for the EC and shows how it is placed in the overall University Scheme of Delegation with escalation to Finance Committee, Investment Committee or Court:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Decision Making Delegated Authority** | **Escalation To** |
| Approve People & Organisational Development Strategy (pre-Court) | N/A | Executive Director of People & Organisational Development | Court |
| Approve People & Organisational Development Policies (e.g. Bribery & Corruption) | N/A | Executive Director of People & Organisational Development | Court |
| Approve Sub Committee papers from Equality and Diversity Strategy Committee (EDSC), Joint Committee of Consultation and Negotiation (JCCN) and Organisational Change Governance Group (OCGG) prior to submission to Court | N/A | Executive Director of People & Organisational Development | Court |

# Committee Membership

This is a non-executive chaired committee with the following membership:

* 5 (appropriately qualified/experienced) lay members of whom at least 2 will be Court members. One will be appointed Chair
* Executive Director of People & Organisational Development
* 2 Elected Academic Members of Court
* Chief Operating Officer and University Secretary
* Senior Vice Principal and Deputy Vice Chancellor (Academic)
* A Vice Principal/Head of College
* An Executive Director of Service
* A staff representative on Court

The Chair of the Committee will participate in the selection process for new co-opted members. Appointments to the Committee will typically be reviewed every three to four years.

In attendance:

* Members of the Senior People & Organisational Development shall attend Committee meetings as agreed between the Chair and Executive Director of People & Organisational Development

# Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 7 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will escalate to Court.

# Committee Member Responsibilities

Each Committee member has a responsibility to:

* Assure business continuity at all times
* Provide insight, scrutiny and challenge to the associated strategic deliverables and outcomes as well as the achievability of P&OD related business cases, plans and roadmaps
* Openly and constructively challenge where investments or change initiatives do not meet our P&OD Strategy outcomes or meets key criteria for regulatory, business continuity and strategic investments
* Maintain subject matter knowledge in P&OD regulations and trends across HEI
* Identify, assess and mitigate P&OD risk at strategic University level as well as monitor operational, programme and project P&OD risks
* Take ownership for specific actions and risks in the PODC Action and Risk Logs. All actions and risks must have a committee member as overall owner
* Activity and behaviour should embody the University’s values ([click here for details](https://www.gla.ac.uk/myglasgow/staff/values/))

# Conflict of Interest

The PODC will follow the [UofG procedure for the management of any conflicts](https://www.gla.ac.uk/media/Media_176371_smxx.pdf). The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

# Format and cadence

The meeting schedule will be quarterly last 2 hours.

**INPUTS**

* UofG strategy (2025) and plan
* People & Organisational Development strategy (2020-2025) and plan
* Sub Committee minutes including
  + Equality and Diversity Strategy Committee (EDSC)
  + Joint Committee of Consultation and Negotiation (JCCN)
  + Organisational Change Governance Group (OCGG)
* Change proposals/business cases as appropriate
* Summary of changes made to action log

**OUTPUTS**

* Revised papers and reports to Court
* Decision Log
* Action Log
* Minutes