

Tuesday 6 October 2015 at 11:30am in room 2009

A G E N D A

**Presented
by**

- | | | | |
|----|--|-------------------|----|
| 1 | Apologies for Absence | | |
| 2 | Declaration of Interest | | |
| 3 | Minute of Meeting of 26 May 2014 | (attached) | SM |
| 4 | Matters Arising | | |
| 5 | Directors Annual Report | (report attached) | HP |
| 6 | Draft Human Resources Strategy | (report attached) | HP |
| 7 | Sickness Absence Report 2014-15 | (report attached) | HP |
| 8 | Staff Development 2014-15 | (report attached) | HP |
| 10 | National Bargaining / Union Engagement | (verbal report) | HP |
| 11 | Any Other Business | | SM |
| 12 | Date and Time of Next Meeting | | |

Board of Management

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 06 October 2015 at 11.30 am in Room 2009

Present: Stuart Martin (Chair) Janet Brennan
Carol Turnbull Ian White

In attendance: Jannette Brown, Secretary to the Board and Vice Principal Corporate Services & Governance
Helen Pedley, Director of Organisational Development and Facilities

Minute taker: Caroline Donoghue, Executive Team Assistant

1 Apologies for Absence

There were no apologies received

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of meeting from 26 May 2014 was approved by the previous Chair at a meeting of the Human Resources Committee, which was incorporated into a full Board of Management meeting held on 3rd March 2015.

4 Matters Arising

There were no matters arising

5 Directors Annual Report

Helen Pedley, Director of Organisational Development and Facilities spoke to the report, which had been previously circulated.

Members noted there are no amendments to policies and procedures affecting Human Resources matters for the Human Resources Committee to consider.

The Director of Organisational Development and Facilities informed the Committee that the College has been working towards removing all zero hours contracts for its staff. This will not be completely possible due to some staff only being employed during exam time as Invigilators or some work based assessors. She did, however, confirm that all staff on zero hours contracts received the same terms and conditions as all salaried contracted staff.

The Director of Organisational Development and Facilities advised that she intends to review the exit interview and questionnaire procedure during the coming year. Janet Brennan agreed to meet with the Director with any changes that could be made.

The members noted there were no disciplinary hearings during the session and only one grievance hearing which was in relation to a probation period and the grievance was partially upheld.

There was one request from support staff for re-grading and remains ongoing.

Members noted the report

Action: Director of Organisational Development and Facilities to meet with Janet Brennan regarding the exit questionnaire.

6 Draft Human Resources Strategy

The Director of Organisational Development and Facilities spoke to the report, which had been previously distributed. The Director of Organisational Development and Facilities wanted to present the report in its draft form to give the Committee an idea of how the Human Resources strategy for the College would look like. The document may change once complete and will be presented at a special meeting of the Human Resources Committee to approve the report before it goes to the Board.

The Director of Organisational Development and Facilities also confirmed that she is working on a workforce plan which will identify all the key areas whereby the age profile of all staff across the departments, succession planning and any recruitment issues which will run in conjunction the Strategy which will address the high turnover of staff which is likely over the next 5 years.

Members noted the draft report.

Action: To convene a meeting of the committee in December to consider the final Human Resources strategy.

7 Sickness Absence Report 2014-15

The Director of Organisational Development and Facilities spoke to the report. During 2014 – 15 the sickness / absence level was 4.37% throughout the year. There are no statistics available for the whole sector. On average it equates to 7.5 days lost per person which is below the public sector level of 9.6 days per person lost. Where stress or anxiety is stated as a reason for the absence, Occupational Health support is requested automatically. Staff have given good reports of the assistance given from Occupational Health through feedback.

Members noted the draft report

Action: Director of Organisational Development and Facilities to contact the Occupational Health department to question the content of the Health Survey given to staff with regards to the amount of personal information which is asked to be disclosed.

8 Staff Development 2014-15

The Director of Organisational Development and Facilities spoke to the report. The purpose of the report is to provide the Human Resources Committee with a summary of the staff development initiatives across the College during the academic session 2014 – 15

The Learning and Teaching Mentors are now in place throughout the College and are proving very successful with positive feedback coming from staff

Members noted the report

9 National Bargaining / Union Engagement

Director of Organisational Development and Facilities addressed the Committee with an update on recent National Bargaining policy and procedures. Up until recently the College negotiated with unions on a local level, these negotiations are now being held on a national basis.

Members noted the update

10 Any Other Business

There was no other business noted

11 Date and Time of Next Meeting

The next meeting date and time will be confirmed, once diaries have been checked.

Board of Management

Minute of Meeting of the Staffing Committee of the Board of Management of Dumfries and Galloway College held on Monday 26 May 2014 at 2.00 pm in Room 2097

Present: T Hydes (Chair)
A Nyondo
C Turnbull

In attendance: H Pedley, Director of Human Resources
J Brown, Assistant Principal and Secretary to the Board
S Sutherland, PA to the Principal

1 Apologies for Absence

Apologies were intimated on behalf of Karen MacGillivray-Fallis

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of meeting held on 28 October 2013 was approved.

4 Matters Arising

4.1 *Item 8.1 Appeal Hearing*

It was noted that the appeal had not been upheld.

Standing Items

5 SI Staff Establishment

The Director of Human Resources spoke to the report, which had been previously distributed.

Members noted a small number of temporary contract changes, due to the extension to the TRANSFORM project and to cover long term staff absence, but no permanent contract changes since the previous meeting.

During discussion, Members were advised that the TRANSFORM project funding would cease in June but SMT was keen that the excellent work should continue and so had identified a development fund to support this, including two permanent Blended Learning Advisor posts

6 SI Staffing Levels 2013-14

The Director of Human Resources spoke to the report, which had been previously distributed, to advise Members of the staffing levels within the Faculty areas analysed by academic, academic support and support members of staff for the current academic session to date.

Members were advised of slight changes to the overall FTE due to part-time staff being employed to work on the TRANSFORM project, and of permanent staff in Engineering as a result of the introduction of the wind turbine course, and the Lines Technician course.

The Director added that upon review of timetables, course delivery and remission agreed, all staff were fully utilised for Block 1 and planned to be fully utilised for Block 2. Adjustments had been made during Block 2 to reflect changes in course timetables due to the merging of groups where learner numbers had decreased which had resulted in a more efficient use of staff time and in some areas, a reduction in staffing levels.

Members noted the report.

7 SI Absence Management 2013-14

The Director of Human Resources spoke to the report which had been previously distributed, giving a summary of the absence levels for the academic session to 30 April 2014.

Overall the absence rate for the session to date was 4.8% which was an increase of 0.89% compared to the same point the previous year, but there had been a large amount of long term absence to date and it was anticipated that this figure would reduce when averaged across the full 12 months.

Members noted the position, and expressed concern at the total cost of lost hours to date of £171,865.

8 SI Disciplinary/Grievance Report 2013-14

Members noted that there had been no disciplinary hearings since the previous meeting, and the result of two grievances held during the period including action taken where one had been upheld.

9 SI Institutional Sustainability

Members noted there had been no changes to Staffing considerations within the IS table, since the previous meeting.

Business

10 Director's Update

The Director of HR spoke to the report which had been previously distributed.

Members noted that the College, with four others, was involved in a pilot of an online recruitment system. The pilot commenced in May 2014 and would run for 12 months after which a report would be made to the Committee.

The Director was also in the process of evaluating two tenders to replace the HR system. An update on the situation would be made to the next Committee meeting.

The Director was developing an HR Strategy to complement the College's Strategic Plan and Vision 2020. Arrangements for the implementation of the Strategy would be outlined in an action plan with regular updates to the Committee on progress against targets.

Members noted the report and the HR developments which had taken place during the academic session 2013-14.

11 Staff Development 2013-14

The Director of HR spoke to the report which had been previously distributed, giving a summary of staff development initiatives across the College during the academic session 2013-14.

She reported that the budget of £76,519 had been divided across two academic years from August 2013 until March 2014, and the remainder until March 2015. The budget was initially prioritised in relation to mandatory training with the remaining budget allocated depending upon discussions with managers and requests from individual members of staff.

The Committee was pleased to learn that 90% of teaching staff currently held a teaching qualification, with 6% due to commence in August 2014. The remaining 4% were temporary staff and would not be returning the following session.

The report also noted the developments under the TRANSFORM project and the intention to recruit two permanent Blended Learning Advisers now that the European funding had ceased.

The College had also invested in identifying areas of good teaching practice by continuing the posts of Learning and Teaching Mentor for a further academic session.

Members noted the excellent staff development programme.

12 Any Other Business

12.1 *Retiral of Chair*

The Principal advised that this would be Tom Hydes last meeting of the Staffing Committee, thanked him for his service and wished him well for the future.

13 Date and Time of Next Meeting

The next meeting would take place on 28 October 2014.

Board of Management

DIRECTOR'S ANNUAL REPORT

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of current HR activity/developments.

2. LEGISLATION

There have been no significant changes to employment law which affect the College policies or procedures since the last report to the HR Committee therefore no revised policies for the Committee to consider.

A number of procedures have been reviewed in light of good practice recommendations throughout the year and updated on the College Intranet. These include:

- Staff Induction
- Sickness Absence
- Recruitment and Selection

As part of the College Quality cycle all procedures are automatically reviewed at least every 3 years unless changes are required in the intervening period.

3. STAFFING ESTABLISHMENT

During the 2014-15 session the overall staffing establishment did not vary significantly with a variation from 204FTE to a maximum of 209FTE midyear, reducing back to 204FTE at the end of the session. On average there are 300 people employed by the college. There were a number of temporary contracts within the teaching areas due to long term absences which were terminated at the end of the session or when the absence ended.

The College operates with a number of zero hours contracts and there were approximately 30 during the academic session. The areas where they are used include:

- Temporary Lecturing
- Support Workers
- Work Based Assessor
- Open Learning Tutors
- CTS Trainers

Any member of staff who is on a zero hours contracts receives the same terms and conditions as a member of staff who receives a salary e.g. rate of pay, holiday pay, access to employee benefits. The College has made a positive commitment to reduce the number of zero hour contracts from the above areas. A review has taken place of the hours worked by individual staff on a timesheet basis and contracts issued for the start of the new academic session with contracted hours. These hours will be reviewed on an annual basis as they are expected to vary year to year. It has not been

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possible to eliminate them completely due to the nature of some of the work i.e. a bank support worker who would only work where there is a staff absence.

4. RECRUITMENT AND RETENTION

During the session the College placed 27 adverts recruiting 36 new members of staff. This included new/additional teaching posts in the areas of electrical engineering, mechanical engineering, hospitality, health/social studies and sport with replacement teaching posts in motor vehicle and construction. Across the support functions a number of replacement posts were recruited in the areas of support workers, work based assessors, marketing, reprographics, administration, invigilators and trainers. Traditionally the college does not have difficulty recruiting staff however there are a few areas where this is becoming more difficult e.g. engineering lecturing, and is mainly due to the difficulty in competing with the private sector salaries and location. The College participated in a national recruitment campaign with the Energy Skills Partnership in 2014 and feedback from potential candidates was linked to their inability to travel to Dumfries or not wishing to relocate.

Staff turnover for 2014-15 was 8.6% which is an increase on the previous year from 7.9%. This figure is voluntary staff turnover and does not include people who left due to the end of contract or compulsory redundancy. The national average turnover figure is 15% therefore the College turnover is relatively low in comparison. As an organisation it is good to have a low turnover rate however this may be counterproductive as it is healthy to have turnover to allow for new talent to be recruited.

The College has an exit interview process in place which enables the gathering of information to help improve retention and recruitment. The exit interview is conducted by HR with the view that individuals will be more open with responses than they may be with their manager. Where staff are unable to attend an interview a questionnaire is completed. Unfortunately not all staff attend for the exit interview nor complete the questionnaire. From the information gathered last session there were no major issues or concerns raised. Comments were received regarding the flat structure and therefore reduced ability for career progression, with other comments relating to training opportunities and how this can be difficult when there is a full commitment to teaching during term time. Reasons provided for leaving were varied and mainly linked to personal, retirement and career progression. Where an individual raises a specific issue this is discussed with the manager to identify if this was the case and if we can improve the situation for the future.

5. DISCIPLINE AND GRIEVANCE

During the academic session there were no disciplinary hearings. There was 1 grievance:

- Grievance raised in relation to probation period plus failure to follow procedure – Grievance was partially upheld.

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6. GRADINGS

During the previous session there was 1 grading request which resulted in an increase in salary. The individual has not accepted this grade and discussions continue.

7. HR DEVELOPMENTS

HR system

During 2014-15 the College tendered for a new HR system and this has resulted in the introduction of iTrent. The new system provides the facility for self service for individual staff to view their personal details and amend any details as required e.g. address, bank account. Staff are also able to view their absence details and staff development records. Additional features include the ability for managers to record absences directly; an enhanced reporting system; on line staff development booking process; and an online recruitment module. The HR department has concentrated on the introduction of the basic modules of the system during 2014-15 and will introduce the on line staff development booking and recruitment modules during 2015-16. Training has taken place with managers on the use of the basic elements of the system and it is planned to prepare standard reports which can go to managers on a routine basis e.g. sickness levels.

Recruitment Pilot

As explained previously to the HR Committee the College took part in a pilot with MyJobsScotland (MJS) for online recruitment. The pilot was completed in April 2015 with 2 Colleges who took part moving to the next stage of contracting with COSLA to use the system. Dumfries and Galloway College decided not to progress with MJS as the new HR system had this functionality built in at no additional cost. The recruitment reporting functionality may be reduced with the HR system compared to MJS but the amount of recruitment would not justify the additional annual cost.

Employee Benefit Scheme

In June 2015 the College introduced "SaveNet". This gave staff access to an exclusive discount website where they can save money at hundreds of high street retailers, supermarkets, restaurants and more. SaveNet allows staff to get discounts at some of the major retailers. These come in the form of online offers, SMS codes, reloadable gift cards, vouchers and instant eGift Cards. The College are able to monitor the use of the website and will be able to produce a future report indicating the savings that staff have achieved. This is in addition to the current cycle to work and computer loan schemes where staff can purchase a cycle or computer and pay monthly with no interest, also saving on tax and NI contributions. The College also offer a childcare voucher scheme but this is not heavily subscribed.

10. RECOMMENDATION

Members are requested to note this report.

Human Resources Committee

Draft Human Resources Strategy

1. Introduction

- 1.1 The purpose of this paper is to provide the Human Resources Committee with the opportunity to input into the Human Resources Strategy currently being developed.

2. Background

- 2.1 One of the duties of the Human Resources Committee is to approve the College's Human Resources Strategy. Now that the College Strategic Plan – Vision 2020; has been launched it is important that an HR strategy is developed and implemented to support this plan.

The attached strategy is a starter paper to facilitate discussion on what the Committee considers should be included in the strategy. Items for inclusion will then be further developed and a final draft of the strategy will be presented to the committee for approval at a future meeting.

3. Recommendation

- 3.1 It is recommended that the Human Resources Committee discuss the draft Human Resources Strategy.

Human Resources Committee

Draft Human Resources Strategy

INTRODUCTION

At Dumfries and Galloway College, we are moving in to an exciting stage of our development, building on the success of the past and driving forward to achieve our aspiration of becoming “an outstanding College”. We aim to deliver the highest quality learning for our students, to make a positive contribution to the local and national economies and to utilise the expertise of our staff to deliver continuous improvements.

The College sector has undergone a period of fundamental change which has resulted in the College re-evaluating its strategic aims and priorities. Vision 2020 is our five year strategic plan that sets out our vision and aspirations. The plan has been developed in consultation with all staff and Board members and takes cognisance of Dumfries and Galloway Single Outcome Agreement; Dumfries and Galloway Economic Strategy; South of Scotland regional Skills Assessment; Scottish Government post 16 legislation; Developing Young Workforce; opportunities for All and other national and strategic developments.

Our Mission is to be One College, One Team where:

- Learners come first
- The changing needs of the economy are met
- Innovation, collaboration and creativity are core to what we do.

In order to deliver Vision 2020, we will need to engage effectively with our employees to aspire and encourage them to generate ideas to improve how we deliver our services. We also need to continue with our development programmes and respond proactively to the feedback we get from our staff.

We currently employ a total of 301 people, 50 of which are based at our Stranraer Campus. Our overall headcount has remained static over the past 5 years following a major restructure in 2010 where we were required to make significant reductions across all areas of the College due to changes within the funding structure. The College has subsequently been subject to continual change and this Strategy has been developed as a key driver to support the College to maximise the potential of our most valued asset, our employees, to deliver essential services, efficiently and with pride.

Building on the College’s existing HR policies and procedures, the purpose of the Strategy is to provide an effective framework for recruiting, developing and retaining staff in an effective, fair and supportive environment. To this end, the Strategy is structured around the following key themes:

- 1) Recruitment and Retention
- 2) Reward
- 3) Organisational Development
- 4) Staff Well-being and Engagement

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5) Equality and Diversity

THEME 1: RECRUITMENT AND RETENTION

1.1 Recruitment

The College's aim, based on workforce planning, is to recruit high calibre staff in all groups to meet the College's strategic aims and objectives and to build on the college's capacity to deliver an excellent service.

For the majority of advertised vacancies out-with teaching roles, the College attracts a strong field of applicants. This is primarily due to the reputation of the College offering opportunities, job security and good terms and conditions. There are a few areas however where recruitment has proven difficult and this is mainly in areas where permanent job security and hours cannot be guaranteed e.g. work place assessing, due to the fluctuation in the demand in these areas. With the teaching areas we have found this to be more of a challenge for the College particularly if the post does not advertised full-time, permanent hours. Where full-time, permanent roles are advertised there is normally a strong field of candidates. An area where the College has had difficulty recruiting is in Engineering and is mainly due to the competition from the private sector and the inability of the College to compete with salaries. This is not solely a problem for our College but is a national issue for Colleges. The College worked in partnership with Scotland's Colleges and the Energy Skills Partnership in a national recruitment campaign and did attract candidates wishing to transfer their skills to education. Unfortunately candidates were not prepared to travel or relocate to Dumfries and Galloway. This has resulted in the College contacting recruitment agencies for support.

The College currently offers a good package to prospective candidates which includes: a good pension scheme, non contributory life assurance scheme; relocation package; locally competitive salary and good annual leave entitlement. Consideration is given annually to support recruitment and retention however it should be borne in mind that the College has limited funding available for this purpose. In 2015 the college sector in Scotland has agreed to move towards National Bargaining for certain terms and conditions for all staff. This will include:

- Pay
- Annual leave
- Working hours
- Class contact hours
- Sick Pay
- Maternity Policy
- Paternity Policy
- Family friendly Policies
- Transfer to permanent status
- Grievance and disciplinary policies

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These were areas which were previously negotiated locally and allowed the College to review terms and conditions compared to that of the local as well as the national picture and have to date reached local agreement with recognised trade unions. With the move to national bargaining this will limit the opportunities for making changes to terms and conditions at a local level to enhance our recruitment and retention.

The College will:

- Review the recruitment and Selection Procedure
- Review and publicise existing benefits and market more effectively in recruitment adverts;
- Report regularly in the effectiveness
- Reduce reliance on fixed term contracts and zero hours contracts.
- Review opportunities for flexible working practices.

1.2 Retention

The College's aim is to retain and motivate high achieving staff at all levels to meet our objectives.

A level of turnover in organisations is considered healthy in order to ensure fresh ideas and new ways of working come forward. However a degree of stability is also necessary so that organisational knowledge, skills and continuity are maintained. Turnover at Dumfries and Galloway College has been consistent over the previous 5 years with a slight increase in 2014-15 to 8.6%. This is relatively low in comparison to the national average of 15% (reference). The college is considered one of the main employers in the Region next to the local Authority and NHS and this is a contributing factor to our low turnover.

The College uses exit questionnaire to ascertain the reason for staff leaving and help identify themes or areas to target future recruitment and retention action. We do not receive a 100% return rate on the questionnaire therefore information is not complete regarding all leavers.

The college has an ageing profile with xx% potentially retiring in the next 5 years..... still to add stats etc.

The college will:

- Produce a workforce plan which includes a succession plan of all key posts.
- Produce annual turnover reports to enable the college to address areas of concern.
- As turnover is relatively low, ensure all staff continue to develop the skills to enable them to meet the College's changing needs.
- Identify what motivates staff to stay at the college.
- Review the exit questionnaire process to increase responses.

THEME 2: REWARD

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The College will have in place a fair and transparent reward strategy that ensures that all staff are paid a fair and competitive salary, and are recognised for their performance. The college will continue to consider and introduce clear and transparent reward packages that are both affordable and recognise performance. More emphasis on the wider reward package, including greater investment in staff development and improvements to working environment, will also be considered as these are important retention factors. Any reward strategy will have to be considered alongside any outcomes from the national bargaining forum.

The College will:

- Consider non financial benefits that would retain/attract staff.
- Implement agreements from National Bargaining.
- Review opportunities for flexible working practices

THEME 3: ORGANISATIONAL DEVELOPMENT

3.1 Review

The College recognises the value of its staff in contributing to the success of Vision 2020. Working relationships with the unions are good with the management and unions working in partnership with a mechanism in place to ensure open and transparent dialogue take place. It is important to review the organisational effectiveness and this can be achieved using a staff survey. The aim of the survey is to inform activities that enhance organisational effectiveness, efficiency, staff well-being and equality. The College is committed to conducting College wide surveys in order to collect feedback about working environment and to identify areas are effective in enabling the delivery of Vision 2020 and areas where improvement can be made. The last survey was conducted in 2009.

The College will:

- Undertake a staff survey every 2 years and act on its findings, conduct follow up or interim surveys as required. First survey to take place in 2015-16 session.

3.2 Staff Development

The College needs to ensure that it is able to recruit and retain students by offering courses with high quality teaching and learning and effective structures and processes. In order to achieve this the college needs to create a change ready and flexible workforce equipped to take forward new initiatives. We are committed to providing training and development opportunities to ensure that all staff are competent and appropriately skilled to meet the current and future needs of the College. All staff are able to access training and development opportunities appropriate to their role which includes qualifications and subject specific staff development. Staff are also encouraged to seek development opportunities in

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preparation for appropriate promotion vacancies that may arise in future. The college will continue to provide training on College wide systems such as equality and diversity, safeguarding, health and safety and induction.

It is the aim to ensure that all staff understand that they are responsible for their own development, with the support and guidance from their line manager. The annual staff development review is a process to enable individual staff and their line manager to have a discussion and identify and agree their development needs. Feedback from staff has indicated that this process requires to be reviewed.

Learning and Teacher Mentors – add information.

The college will:

- Review the staff development process for capturing organisational training needs.
- Identify gaps in skills, knowledge, behaviour and qualifications and address these at organisational and individual level.
- Resource effective continuous professional development and talent management programmes designed to meet the strategic aims of the College.
- Implement a plan to develop management and leadership capabilities across the College. The plan will evolve over time and will develop capabilities in leadership, change management, strategy development, and performance management at an organisational and individual level.
- Through training and development improve the personal resilience of staff and managers so that they are better prepared to manage and deliver change.
- To increase opportunities for staff to undertake CPD.

THEME 4: STAFF WELL-BEING AND ENGAGEMENT

The promotion of well being can have benefits for both employees and the organisation in the form of increased commitment and job satisfaction, improved morale, staff retention, improved performance and productivity and reduced staff absence. To this end a range of staff benefits are already in place including an occupational health service, work/life balance policies such as flexible working/career breaks, cycle to work scheme, employee savings scheme and free use of the fitness suite.

The College recognises that staff absences are costly in terms of loss of skills and experience, operational difficulties, colleagues covering sickness and sick pay. In 2014 the average number of working days lost per person was 7.5 compared to public sector average of 9.6 days per person. A total of 61% of absences was long term (more than 4 weeks). As part of our commitment to promote health and well-being a review of the sickness absence procedure will take place to ensure staff are supported and sickness is managed more effectively. With the introduction of the new HR system iTrent there is an opportunity to monitor absence levels more accurately and consistently across the College.

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The College provides Occupational Health support to staff through a management referral system. This is provided by NHS Dumfries and Galloway and provides support to staff who have ongoing health issues, long term absences, guidance on return to work and frequent short term absences. In addition to ongoing support pre employment health checks are completed and certain groups of staff have complete vaccination programmes e.g. Hepatitis B. Further discussion is required with Occupational Health on how the College can enhance this support.

Promoting employee engagement enables staff to understand the aims and objectives of the organisation, sign up to and support them. This is particularly important at a time where the FE sector is facing challenges.

The college will:

- Consider what further strategies could be put in place to improve the work/life balance of staff.
- Work with the Staff Association on employee well-being initiatives.
- Include review of well-being and engagement in the staff survey and act on feedback.

THEME 5: EQUALITY AND DIVERSITY

Equality and diversity are embedded in our College values and principles and are directly relevant to the HR Strategy. Under the Equality Act (2010) Scottish Specific Duties, Dumfries and Galloway College was required to produce a set of equality outcomes which were informed by engagement with different equality groups and stakeholders. The College set its outcomes in 2013 which were designed to help it achieve its vision and general equality duty; to eliminate discrimination and harassment; promote equality of opportunity and promote good relations. These were reviewed in 2015 with a further review due in 2017. In order to support our obligations we will ensure that equality and diversity are included in the implementation of core business activities across the College.

To this end we have signed up to and been awarded the following initiatives:

- Positive about disabled people “Two Tick” scheme, a recognition by Jobcentre Plus to employers who have agreed to take positive action in the employment of people with a disability.
- LGBT Charter Mark for both Dumfries and Stranaer Campus.

The College has published a suite of equality outcomes which are:

- The College has a culture that is inclusive and respects diversity in all its activities.

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- All learners have the confidence and ability to access the services provided by the College.
- The college will set future meaningful and specific outcomes for learners and staff relating to gender reassignment, religion/belief, sexual orientation and civil partnership.
- The college will provide a positive workplace culture which is representative of the diverse local community.

To support the outcomes the College has a wide range of policies on flexible working, career breaks, maternity, paternity, parental and adoption leave and childcare voucher scheme.

As part of our statutory requirement to monitor staff and applicant information, data is generated from the HR database, iTRent. This allows for reports on our current staff profile, including the diversity of our workforce. Traditionally staff have been reluctant to divulge personal information but this situation is improving and the available data is improving to enable more effective monitoring. The HR system has a self service element therefore enabling staff to input the data directly regarding the protected characteristics. There are still some characteristics where the information is minimal particularly relating to religion and sexual orientation and further work is required with staff to enhance this data.

The college will:

- Review the Equality Outcomes annually and action any changes.
- Review Equality Charter Marks and action as appropriate.
- Review reporting data in relation to staff and the protected characteristic and action as appropriate.

Review

This is a living document which will be updated to reflect the changing needs of the organisation and external environment.

Helen Pedley
Director of Organisational Development & Facilities
September 2015

Board of Management

SICKNESS ABSENCE REPORT

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of the sickness absence levels for the academic session 1 August 2014 – 30 July 2015.

2. SUMMARY

Overall the absence rate for the College during the academic session was 4.37%. This was an increase of 0.37% compared to the previous academic session. Unfortunately there are currently no statistics for Scotland's colleges for comparison purposes. This equates to an average of 7.5 days lost per person compared to a public sector average of 9.6 days lost per person in 2014. Of the total absences 42% are attributed to teaching staff and 58% to support staff. A total of 2255.5 days were lost due to ill health during the session but these were not all 7 hour days as staff who work part time may only work part of the day. A summary of the reasons can be found in appendix 1.

During the session there was a large amount classified as long term (absence lasting more than 4 weeks) attributing to 61% of the overall absence and involved 29 members of staff. There were several reasons for this, including stress/depression, post operative, cancer, broken bones and cardiac problems. The short term absences are mainly attributed to stomach upsets and viral infections. Of the staff who were absent long term 3 remain absent at the start of the new session. One member of staff is attending Occupational Health (OH) for support while the remaining 2 are recovering from hospital admissions. During long term absence the manager maintains contact with the individual for welfare purposes.

The reasons that staff cite for being absent are continually reviewed to ensure that, where possible, the College can support that member of staff to assist them back to work. This can be achieved through discussion between the manager and the member of staff or may involve referral to OH. During the academic session 10 referrals were made to OH for a variety of reasons including:

- Support for coping with personal stress;
- Work related stress;
- Frequent absences to identify if there are any underlying health issue the College should be aware of;
- Are there any reasonable adjustments required to enable staff to return/continue to work.

Where a member of staff cites anxiety/stress/depression as the reason an automatic referral is made to OH and support may be provided in the form of counselling if this is deemed appropriate. Where the stress is attributed to work this is further explored to ensure that the College can provide support to the member of staff to enable them to return to work.

Upon reviewing the absence levels across the College there does not appear to be any trends in relation to reasons or departments. One department has accounted for 20.5% of the total absence

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through the session however there were 7 members of staff who were absent long term. As can be expected there are a higher number of absences due to viral infections during the winter months with 49.2% of the total absences occurring between 1/11/14 and 28/02/15.

With the introduction of the new HR system this has resulted in managers having the ability to input absence data directly in to the system where previously this was the role of the HR department. This now enables managers to quickly identify if a pattern or frequency is becoming apparent for a member of staff. The system also provides the ability to produce various reports at department and individual level for absence as well as College wide. The HR department are currently reviewing the system to prepare standard reports which can be provided to managers on a regular basis throughout the year. Individual staff members are now also able to access their own absence data directly.

4. RECOMMENDATION

Members are requested to note this report.

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STAFF DEVELOPMENT 2014-2015

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of staff development initiatives across the College during the academic session 2014-15.

2. INTRODUCTION

The budget for staff development equated to £49,829 for the session, this includes a small cost for travel (£518). The spend on staff development was less during the session due to a number of events having no cost. The major costs during any session relates to enabling teaching staff to gain their teaching qualifications. During the session 178 events were approved for attendance with 130 staff attending (some staff attended more than one event). Events were varied with attendances at external seminars, internal training days, networking events and qualifications. In addition to these staff undergo development within their role on a daily basis however this type of training is not recorded.

Each member of staff has a staff development review conducted with their line manager on an annual basis. The review includes the opportunity to have a discussion about their role and any changes that have happened therefore allowing for the identification of any development which may be required to ensure that the individual is up to date and able to fulfil their duties. It also gives the individual an opportunity to discuss any development they wish to undertake which may enhance their personal and professional development. It is also an opportunity for the manager to consider development which may assist with succession planning.

3. TEACHING QUALIFICATIONS

New lecturers to the College are required to undertake a comprehensive development programme upon appointment. This involves a formal induction programme led by a Learning and Teaching Mentor which takes 6 weeks. During this time a discussion takes place with each member of staff and a decision is taken regarding what level of teaching qualification would be appropriate where they do not already possess a teaching qualification. This decision is based on the number of hours the lecturer is employed with their current level of qualification determining the entry route for them. Where a lecturer works less than 0.5FTE it is not mandatory that they are qualified to the full teaching qualification (TQFE) but would be required to achieve the level below this (PDA: Advanced Diploma in Teaching). Where a member of staff works minimal hours they may only be required to achieved the Introductory level (PDA: Advanced Diploma: An Introduction). In each case a discussion may result in the member of staff who works below 0.5FTE progressing to the full TQFE.

PDA: Advanced Diploma in Teaching – 2 members of staff successfully completed with another member of staff progressing to 2015/16 to complete.

TQFE – 9 staff successfully completed this qualification.

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At the end of the academic session 14/15, 98% of teaching staff were in possession of a teaching qualification which is an increase of 1.5% from last session. The remaining 2% (3 people), 1 person is enrolled to start in 2015/16 and the remaining 2 are not required to hold a TQ as they are Open Learning tutors.

4. ASSESSOR QUALIFICATIONS

All workplace assessors at the College are required to possess a relevant assessor award to enable them to assess candidates in the workplace. This is not essential upon appointment therefore we are able to provide this training for new staff. It is the target of the College to ensure that all assessors possess the relevant qualification. In addition to this we also require a percentage of assessors to possess a verifiers award, this is to ensure that the assessor has complied with standards set in line with the Quality assurance policy. The percentage depends upon the subject and the number of assessors and candidates.

During 2014/16 the College employed 25 assessors, of which 88% possess assessor awards with the remainder undertaking the qualification and 52% possess verifying awards.

5. LEARNING AND TEACHING MENTORS

As previously reported to the Committee the role of L&T mentor was introduced at the end of 2012/13 as a pilot. Subsequently the lesson observation process has changed and mentors have provided additional development to staff on a 1:1 basis.

Each Mentor was allocated a number of staff to observe and support, providing guidance where appropriate and directing them to additional training if required. During the session 40 observations took place with some individual members of staff being observed more than once for additional support. Action plans are drawn up following the observation which the member of staff and mentor agree. As well as identifying areas for improvement the process has also enabled the College to identify areas of good teaching practice which can then be shared with other staff as a means of support and development.

The mentors have also provided induction and training sessions to staff throughout the year. These sessions have included:

- Preparing for Moderation
- Creating a Positive Learning Experience
- Effective and meaningful reflective feedback
- Dealing with Challenging Behaviour
- Promoting Independence in Learning
- Building Ambition through a Growth Mindset

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An initial review of the pilot has provided positive results and positive feedback from staff that have had mentor support. As a result the College agreed to continue with the role on a permanent basis.

5. OVERALL STAFF DEVELOPMENT

During the session the budget has been utilised to invest in staff and a number of events have been attended, qualifications commenced/completed and training delivered in College. An example of courses/events include HNC Electrical Engineering, HNC Business Management, Psychology degree units, Systems updates, SVQs, network events, Benefit updates, Supporting Learners, First Aid, World Host, Leadership, NEBOSH, ECDL units, Community of Practice Events, ASDAN, ICT, WRAP3 training and subject specific events.

Staff continue to use the on line resource, Lynda.com, which offers a variety of video tutorials including how to use your iPad effectively, Outlook essentials, business videos, AutoCAD, photography, classroom engagement, customer care, line management modules and many more. Some tutorials are as short as 10 minutes and therefore are quick and easy for staff to access.

Following a review of the staff development and planning week in February 2014 it was agreed to spread the 5 days across the year rather than a block in 2014-15. This resulted in departments planning activities throughout the year when students were not in college and therefore had protected time for planning and development. Sessions included:

- Moderation
- Standardisation meetings
- LearnNet update
- Self evaluation
- Work shadow/external visits
- Learning & Teaching Mentor session

This was particularly beneficial for the curriculum teams however the support departments did not gain the same benefit as day to day operations continued. This will be explored further for 2014-15 to identify how this can be improved.

9. RECOMMENDATION

Members are requested to note this report.