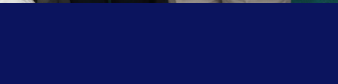


HUMAN RESOURCE **STRATEGY** 2016



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OUR MISSION

One College, one Team
where:

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

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 statement 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.

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

reduction of funding to the College sector. 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, to the highest quality, 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. An engaged, diverse and high quality workforce.
2. Adaptable, flexible and innovative staff, teams and organisation.
3. Excellent leadership and management.
4. A safe and healthy working environment.



AN ENGAGED, DIVERSE AND HIGH QUALITY WORKFORCE

In order to deliver Vision 2020, we will need to engage effectively with our employees to inspire 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.

Our key objectives are therefore to ensure that:

- there is a fair and effective recruitment process in place.
- staff are retained and motivated at all levels to achieve Vision 2020.
- all staff are engaged in and utilise regular, effective development reviews so they can receive feedback, understand their objectives and have opportunities for development.
- there is proactive and supportive management for staff to enable them to perform effectively.
- there is effective communication across and within departments in the College and across both Campus.
- staff are provided with regular opportunities to engage with and contribute to the aims and objectives of the College.
- the College provides a positive workplace culture which is representative of the diverse local community.
- staff are engaged, feel involved and able to contribute to the development of the College and can see their input and suggestions have real outcomes.
- staff are encouraged to take a proactive approach to their own personal and career development.

In order to achieve the above the College will:

- review the recruitment and selection process.
- produce a workforce plan which includes a succession plan for all key posts.
- conduct a staff survey every two years, particularly reviewing engagement and communication with staff and respond according to the results.
- continue to mainstream equality into everyday life producing an annual update in relation to the protected characteristics under the Equality Act (2010).
- review the Staff Development process and Framework and act on findings.
- identify gaps in knowledge, skills, behaviour and qualifications and address these at organisational and individual need through the annual review process.



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THEME 2:

ADAPTABLE, FLEXIBLE, INNOVATIVE STAFF AND ORGANISATION

Within any organisation there is constant change and it is important to support our staff to enable them to respond to these changes. We wish our staff to have an eye on the future and engage positively with and adapt to change, without a sense of threat, and work together to innovate and improve the work and service provided by the College.

Our key objectives are therefore to:

- ensure there is effective communication of the reasons for, and consequences of proposed change.
- provide high quality training, advice and support to significant change initiatives to improve personal resilience of staff and managers so they are better prepared for change.
- ensure there is effective communication across and within departments in the College.
- improve manager's and staff's awareness and delivery of effective change management practice.
- embed a philosophy of continuous quality improvement, innovation and evolution.
- consult with stakeholders to seek their input in to plans and decisions which may have an impact for them.

In order to achieve the above the College will:

- provide development for managers in change management.
- review communication processes when changes are proposed.
- provide consistent and appropriate toolkits and skills for managing change.
- act upon feedback from the staff survey.



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INVESTORS
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3 THEME 3:

EXCELLENT LEADERSHIP AND MANAGEMENT

Effective leadership and management are strongly valued and recognised as essential aspects of the College's success. It is important that managers understand and fulfil their roles to enable their departments to demonstrate the vision, leadership, culture and ambition of a successful College.

Our key objectives are therefore to ensure that:

- all managers are aware of their key responsibilities and have the capacity to fulfil them.
- managers fulfil their roles, skilfully balancing the tensions and complexities involved.
- managers receive and accept clear expectations and accountability for their roles.
- leadership and management are strongly valued and recognised as essential to all aspects of the success of Vision 2020.

In order to achieve the above the College will:

- 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 basis.
- review the career review scheme.
- proactively manage leadership and management succession.
- act upon feedback from the staff survey.



SAFE AND HEALTHY WORKING ENVIRONMENT

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, cycle to work scheme, employee savings scheme and free use of the fitness suite. It is important that staff are supported to manage their work demands and minimise risks to health.

Our key objectives are therefore to ensure that:

- managers are able to proactively assess and manage wellbeing within their teams.
- appropriate control measures are in place to support safe working practices for all.

In order to achieve the above the College will:

- consider what further strategies could be put in place to improve the work/life balance of staff.
- include a review of well-being in the staff survey and act on feedback.
- ensure that relevant health and safety information, instruction and training are provided to staff and managers to increase their competence in managing risks to health.



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SUCCESS INDICATORS

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We will be confident in our HR Strategy if we find that overall staff engagement and satisfaction survey feedback shows a continuous improvement and there is evidence of staff experiencing good management practice. We will also see evidence of well-managed change programmes e.g. through audit or staff survey.



6 REVIEW

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





HUMAN RESOURCE **STRATEGY** 2016



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Scottish Charity No. SCO 21189

We aim to reflect the diversity of British society, we therefore welcome applications from all sections of the community irrespective of race, ethnic origin, religion, age, sexual orientation, disability, gender, gender reassignment, marriage, civil partnership, pregnancy, maternity or culture.