

Board of Management Human Resources Committee

Date: 04 October 2016

Time: 11:30 am

Room: 2009

A G E N D A

			Presented by
1	Welcome and Apologies for Absence		SM
2	Declaration of Interest		SM
3	Minute of Meeting of 11 December 2015	(attached)	SM
4	Matters Arising		SM
5	Directors Annual Report	(report attached)	HP
6	Sickness Absence Report 2015-16	(report attached)	HP
7	Staff Development 2015-16	(report attached)	HP
8	National Bargaining/Union Engagement	(verbal report)	HP
9	Employee Engagement Survey	(report attached)	HP
10	Any Other Business		
11	Date and Time of Next Meeting - TBC		

Board of Management

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 04 October 2016 at 2 pm in Room 2009

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

In attendance: Brian Johnstone, Chair of Board of Management
 Helen Pedley, Director of Organisational Development and Facilities
 Kay Bird, Secretary to the Board/Minute Taker

1 Apologies for Absence

There were no apologies received.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

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 11 December 2015, the Board Secretary advised the numbering was incorrect and would be amended, and on this basis the Minute was approved.

4 Matters Arising

Helen Pedley, Director of Organisational Development and Facilities and Janet Brennan have met with regard to the exit questionnaire and it was agreed to leave the document in its current form.

5 Directors Annual Report

Helen Pedley, Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of this paper was to provide the Human Resources Committee with a summary of HR activity/developments. There had been no significant changes in legislation since the last report. Several policies are now under the remit of National Bargaining and these will be delayed until Policy Statements have been received nationally, although working groups have been set up and the delay is not expected to be lengthy.

Under the section on Staffing Establishment the Director of Organisational Development and Facilities advised the staff on zero hours contracts had been reduced and the staff who are on a zero hours contract receives the same terms and conditions as a member of staff who receives a salary.

The Director of Organisational Development and Facilities advised staff turnover for 2015-16 was 6.5%, a decrease on the previous year from 8.6%. The College is well below the national average turnover figure of 15%. It is healthy to have new staff joining the College particularly to bridge the skills gaps of the older staff who will retire. The Chair of the Board of Management commented that the College should use its links with business and the Director of Organisational Development confirmed that this was the case when they were recently recruiting for two electrical engineer lecturers.

The Director of Organisational Development and Facilities confirmed that disciplinary hearings and grievances remain low with one grievance being upheld. The Chair congratulated the College on the low figures.

It was confirmed the new HR System, which was introduced 12 months ago, was operating well and the HR staff have less paperwork to process. The system is being constantly monitored to ensure the best results can be achieved. The staff development module is being rolled out after Christmas.

The Director of Organisation Development and Facilities provided an update on the Employee Benefit Scheme which is accessed via "SaveNet". Janet Brennan asked whether Board Members could take advantage of the scheme.

Action: The Director of Organisation will check whether Board Members can access this area.

The Members noted the report.

6 Sickness Absence Report 2015-16

Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The absence rate for the College during the academic session was unchanged from the previous year, remaining at 4.37%. This equates to an average of 6.4 days lost per person and is less than the public sector average of 8.8 days lost and is higher than the private sector average of 5.7 days lost. It was noted that 45% of staff had no sickness absence. There are no trends relating to reasons of absence.

The College continues to contract with NHS Dumfries and Galloway for occupational health services and made 11 referrals. There are no limits on the number of referrals the college can make and staff are positive regarding the service.

Members noted the report and the Chair commented this was a very useful report to have sight of.

7 Staff Development 2015-16

The Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of the report is to provide an overview on the significant amount of staff development which took place during the academic session 2015-16. Each member of staff has an annual staff development review with their line manager. It

was confirmed that the Staff Development Review process will be reviewed during the 2016-17 session as part of the HR Strategy and as an outcome of the Employee Engagement Survey.

The Director of Organisational Development and Facilities confirmed that the College had a higher percentage than most colleges of staff with the TQFE teaching qualification. Staff teaching less than four hours per week do not qualify.

The Director of Organisational Development and Facilities confirmed that £52,843 was spent on staff development events for the session. Mandatory induction training for new staff is completed on-line. Staff continue to use the on-line resource, Lynda.com, which provides a number of different tutorials and this on-line resource needs further promotion by the College. Janet Brennan sought confirmation from the Director of Organisation Development and Facilities that the staff development events provided good value for money, and this was confirmed. The Director of Organisational Development and Facilities confirmed there is a safeguard in the teaching staffs' terms and conditions that if they leave within a year of gaining the qualification they will be required to pay the cost of the qualification back to the College. The Chair of the Board of Management asked whether the College was happy with the standard of training provided by organisations such as CDN and the Director of Organisational Development and Facilities confirmed that feedback was sought and was positive.

Action: The Chair of the Board of Management and the Director of Organisational Development and Facilities will discuss the provision of training and development by CDN and the Director of Organisational Development and Facilities will produce some figures.

The Members noted the report.

8 National Bargaining/Union Engagement

The Director of Organisational Development and Facilities provided a verbal report. The support staff pay deal for 2016-17 was still outstanding despite negotiations. There were strike days on 6th and 20th September and there is planned continuous action with the withdrawal of fire marshals and first aiders. The Director of Organisation Development and Facilities confirmed that a risk assessment has been conducted at both campuses and the Fire Brigade have been consulted with. Both campuses have remained open during the strike action. The Principal reassured the committee that the College has spent a great deal of time on the risk assessments and the College is very conscious of its duties. It is likely there will be a further two day strike later in the month however only one weeks' notice is expected. The Principal confirmed further talks were due to take place on 13th October 2016. The Chair asked whether the College has direct involvement with the negotiations and the Director of Organisational Development and Facilities advised that the College does not have direct involvement but receives feedback and is able to give input through the Employer's Association, the Principal is the representative on behalf of the College and the Director of Organisational Development and Facilities the depute.

Action: The Principal will keep Board Members updated via emails sent through the Secretary to the Board.

9 Employee Engagement Survey

The Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of the report was to provide the Committee with the results of the recent Employee Engagement Survey. It was reported no comparisons were being made with the 2009 staff survey. It is intended to carry out an Employee Engagement Survey every two years. A good number of employees carried out the survey using the on-line facility. The response rate of 58% was a good return. Under the Results section it should read 94% and not 945. In the same line it should read 82% of respondents and not 825.

The areas which were highlighted for development and improvement were what EMT had expected and it was confirmed that working groups will be set up and further reports will be provided with updates on addressing these issues. The Director of Organisational Development and Facilities confirmed that all staff have access to the full results. The Chair offered congratulations to the Director of Organisational Development and Facilities for putting together the report, setting up working groups and addressing the issues raised, this was echoed by the Chair of the Board of Management.

Action: The Secretary to the Board will ensure the Employee Engagement Survey is put on the Agenda for the Board Meeting on 6th December 2016.

Member noted the report.

10 Any Other Business

None

11 Date and Time of Next Meeting

The next meeting date and time will be confirmed.

Board of Management

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Friday 11 December 2015 at 2 pm in Room 1074b

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

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

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 06 October 2015 was approved.

4 Matters Arising

Item 5: Helen Pedley, Director of Organisational Development and Facilities has not yet met with Janet Brennan with regards to the exit questionnaire, this meeting has still to be arranged and will take place as soon as diaries allow.

Item 7: Helen Pedley, Director of Organisational Development and Facilities confirmed that she has not yet met with Occupational Health department; however, a meeting arranged for early January 2016.

5 Draft Human Resources Strategy

Helen Pedley, Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of this paper is to provide the Human Resources Committee with the opportunity to consider the paper and suggest amendments. This is a living document which will continue to be updated to reflect the changing needs of the organisation and external environment.

The Director confirmed the layout of this draft strategy has changed considerably from the first version. The content of the report has been rearranged to achieve a more cohesive report.

The members discussed and noted the content in the report and complemented the Director on a comprehensive and valuable report.

Members were asked to discuss and provide feedback on the staff survey enclosed within the strategy. The Director confirmed the survey would be submitted to staff for completion every two years which would allow time for any changes to be implemented, monitored and evaluated; although it was felt that, if necessary or more constructive, the survey could be conducted on a yearly basis.

The Director advised she intended to seek the views of the unions on the Survey and Human Resources Strategy. It is intended to have the survey sent to staff in February for completion.

The members considered noted the draft report. The final report will be submitted to the board for approval in March.

6 Any Other Business

The Principal gave an update to the meeting with regards to the National Pay Bargaining and the recent industrial action ballot taken by EIS.

7 Date and Time of Next Meeting

The next meeting date and time will be confirmed.

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DIRECTOR'S ANNUAL UPDATE

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of HR activity/developments for the past academic session and future 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. Several policies are now under the remit of National Bargaining and these include Discipline, Grievance and Family Friendly. As a result the review of linked College Procedures has been delayed until the Policy Statements have been received nationally, these include:

- Discipline
- Grievance
- Maternity Leave
- Parental Leave
- Paternity Leave

The following procedures have been reviewed in line with the College's Quality cycle and no amendments were required:

- Substance Misuse Procedure
- Job Evaluation Procedure (Support Staff)

3. STAFFING ESTABLISHMENT

During the 2015-16 academic session the overall staffing establishment fluctuated with a variation from 204 FTE to a maximum of 217 FTE midyear, reducing to 208 FTE at the end of the session. The fluctuation was mainly due to an increase in teaching staff hours, Student Association posts, increased work based assessing contracts and employability hours. On average there were 307 people employed by the college which is an increase on the previous year of 300. 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 made a commitment to reduce the number of staff employed on zero hours contracts however acknowledges that there is a need to retain this type of contract in certain areas e.g. support workers, invigilators, work based learning and open learning tutors where the working hours are very variable dependent upon demand. These were reduced to 14 (30 in the previous year).

Any member of staff who is on a zero hours contract receives the same terms and conditions as a member of staff who receives a salary.

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4. RECRUITMENT AND RETENTION

During the session the College placed 37 adverts recruiting 49 new members of staff. This included new and replacement posts across both the teaching and support areas with recruitment to a register for lecturing and support work in the event of staff absence. Although the College has successfully recruited to all vacancies, some lecturing areas receive limited applications e.g. computing, engineering and hospitality and occasionally require a second advert.

Staff turnover for 2015-16 was 6.5% which is a decrease on the previous year from 8.6%. 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. A variety of reasons are given for resignations which include career development, health related, childcare, job dissatisfaction, earnings and personal. Where job dissatisfaction was the reason discussion had taken place with the line manager or HR prior to resignation.

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. Specific issues raised during the interview are discussed with the relevant line manager in order to make improvements where possible. 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. This process will be reviewed during 2016-17 session.

5. DISCIPLINE AND GRIEVANCE

During the academic session there was 1 disciplinary hearing relating to access to the building. No disciplinary action was taken.

There were 2 grievances:

- Grievance raised in relation to bullying, mismanagement and failure to make reasonable adjustments. Not upheld.
- Grievance raised against another member of staff's behaviour. Grievance was upheld.

6. GRADINGS

No requests for grading review were received during the academic session.

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7. HR DEVELOPMENTS

Human Resource Strategy

During the 2015-16 the Human Resource Strategy was developed and subsequently approved by the Board of Management in April 2016. In support of the Strategy an Employee Engagement Survey was conducted in April 2016 and the results collated and published (full results in a separate agenda item). This information will form the work plan for the forthcoming session which will focus on:

- Communication and engagement, both at department and College wide level
- Staff Development
- Staff Welfare
- Equality and Diversity
- Workforce Planning

Working groups involving staff from across the College will be formed to look at the first four topics above and reports will be provided to the Committee on progress. A data gathering exercise has already commenced in relation to preparing a detailed workforce plan.

8. HR SYSTEM

The new HR system has now been operational for 12 months with the basic functions and the self-service element. This has resulted in a reduction in the paper processing in relation to sickness absence and the ability for staff to amend their personal details on line. Managers now have the ability to input absence data directly and can view where there are potential concerns re a member of staff's absence. Discussions are ongoing with managers on how their use of the system could be improved.

There were technical delays in implementing the on line recruitment module during the session but this is now operational via the College website. This will result in more efficient processing and reporting during the recruitment process.

The staff development module is due to go live during the 2016-17 session and at the time of this report training was ongoing with the HR Team.

9. EMPLOYEE BENEFIT SCHEME

In June 2015 the College introduced "SaveNet". This provides staff with access to an exclusive discount website where they can save money at hundreds of high street retailers, supermarkets, restaurants and more. Since the launch 67% of staff have logged in to the system saving an accumulated £844, total spend to date is £10,727. In addition 4 staff have purchased new bicycles via the cycle to work scheme and 9 staff have purchased computers via the computer loan scheme. Following the Employee Engagement Survey consultation will take place with staff to identify if there are any areas where we can improve employee benefits.

10. RECOMMENDATION

Members are requested to note this report.

Board of Management

SICKNESS ABSENCE REPORT

1. PURPOSE

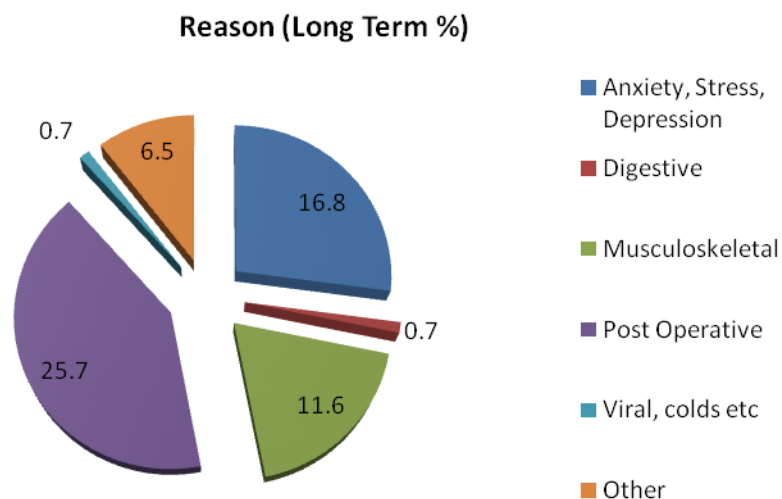
The purpose of this report is to provide the Human Resources Committee with a summary of the sickness absence levels for the academic session 1 August 2015 – 31 July 2016.

2. SUMMARY

Overall the absence rate for the College during the academic session was unchanged from the previous year and remains at 4.37%. This equates to an average of 6.4 days lost per person, a decrease from 7.5 days in 2014/15. In the absence of FE sector data this compares favourably with the public sector average of 8.8 days lost per person in 2015* however private sector data indicates 5.7 lost days per person. It should be noted that 45% of staff had no sickness absence recorded during 2015-16 session.

Of the total absences 36% are attributed to teaching staff and 64% to support staff, with a total of 13,744 hours of work lost across the year. Of these hours 63% were as a result of long term absence (absence lasting 4 weeks or more) with an unusual number of staff being absent following operations, 12 in total, accounting for 26% of the overall absences. Of the staff who were long term absent during the session, all have returned with the exception of 3 who are recovering from operations. Figure 1 shows the long term absences as a percentage of the overall absences with Figure 2 showing the reasons for all absences.

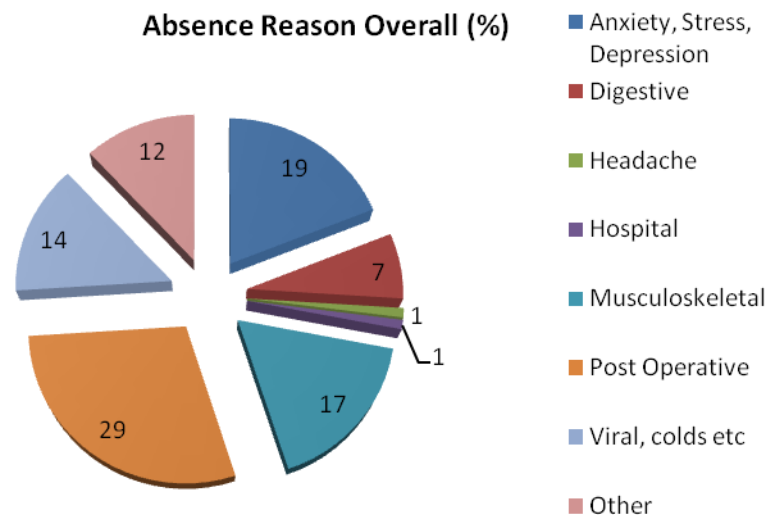
Figure 1.



*CIPD Annual Survey Report 2015.

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Figure 2.



The short term absences are attributed to a variety of reasons with the majority of 1 or 2 day absences relating to digestive problems or viral infections/colds.

3. OCCUPATIONAL HEALTH

The College continues to contract with NHS Dumfries and Galloway for occupational health services. The contract currently provides for management referrals, Cognitive Behavioural Therapy (CBT) sessions, Hepatitis C vaccinations for appropriate staff and Ill Health Retirement assessments. The contract is due for review in September 2016.

During the previous session 11 referrals were made for a variety of reasons. These included:

- assessment for ill health retirement purposes;
- assessment for potential reasonable adjustments to work;
- stress (1 of which was work related); and
- frequent short term absences;

The referrals have resulted in advice on frequent absences, adjustments being made to duties at work, purchase of additional equipment to assist staff at work, CBT sessions and staff being provided with coping mechanisms for personal stress.

Where a member of staff cites anxiety/stress/depression as the reason an automatic referral is made to Occupational Health and support may be provided in the form of counselling if

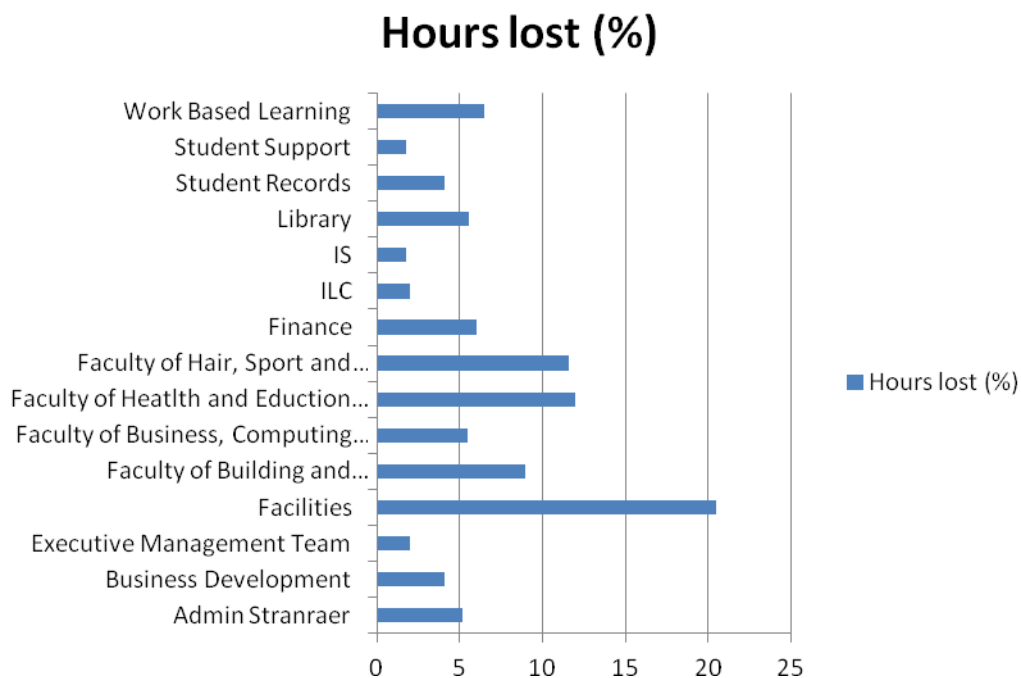
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this is deemed appropriate. Where the stress is attributed to work this is further explored to ensure that the College can provide support to the member of staff to enable them to return to work. During the session 3 members of staff cited work as the cause, or a contributing factor, to their stress. Following discussions between the member of staff and their manager, 2 issues were resolved with the third member of staff subsequently leaving employment.

4. TRENDS

Upon reviewing the absence levels across the College there does not appear to be any trends in relation to reasons of absence with the exception of the increased viral infections during the winter months. In relation to departments there is a higher level of absence within the academic departments but this correlates with the higher numbers of staff in these areas. The Facilities department has experienced a higher than normal level of absence in the last session however there has been 5 members of staff absent long term. The Facilities Manager is reviewing the level of short term absences with staff. Figure 3 shows the absence split across the departments in the College. Where the absence is less than 1% these have been excluded.

Figure 3



5. RECOMMENDATION

Members are requested to note this report.

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STAFF DEVELOPMENT 2015-2016

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 2015-16.

2. INTRODUCTION

Staff development is integral to ensuring that our staff are up to date and well prepared not only for the current roles that they fulfil at the College but also future planning. Each member of staff has an annual staff development review with their line manager and this is an opportunity to discuss current and future development needs (personal and professional) at an individual level but also departmental/College requirements. It is an opportunity to discuss their role and any changes which have happened or planned changes which may identify the need for development. An individual has the opportunity to request development which may be in a variety of formats e.g. in house training, attendance at events, new qualifications, “on the job” development. The manager may also identify development, taking in to consideration succession planning, which is required or highlight any mandatory training e.g. safeguarding, equality and diversity. The reviews are forwarded to HR who then collate and pull out any themes where group on-site training can be organised.

As part of the HR Strategy and as an outcome of the Employee Engagement Survey the Staff Development Review process will be reviewed during the 2016-17 session to ensure that it is effective for both the College and the individual.

3. TEACHING QUALIFICATIONS

Teaching qualifications account for a large proportion of the staff development budget. The College contractually requires any new lecturer to achieve their Teaching Qualification in FE (TQFE) within a 3 year period. Initially they will complete an induction programme with their designated Learning and Teaching Mentor over approximately 6 weeks. During this time discussion will take place regarding the level of teaching qualification which is appropriate to start. This is dependent upon the member of staff's current qualification level. Where they possess a degree/HND they would start immediately on TQFE, however if their level of qualification is lower they may be required to complete the Professional Development Award first.

Consideration is also given to the number of hours they are teaching as it would not be mandatory to complete the full TQFE if they are only delivering minimal hours.

During the session 3 staff successfully completed the PDA: Teaching Practices in Scotland's Colleges, with another member due to complete in October 2016. 9 staff successfully completed TQFE via Dundee University. This has resulted in 87.5% staff

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possessing TQFE, 5% have a PDA and the remaining 7.5% (9 staff) do not currently hold a teaching qualification but have all commenced either the PDA or TQFE in September 2016.

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 verifier 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 2015/16 the College employed 21 assessors, of which 85% possess assessor awards with the remainder currently undertaking the qualification.

5. OVERALL STAFF DEVELOPMENT

During the session 142 different training events/seminars/on line training were approved, 35 staff were approved to undertake new qualifications and 83 development visits were recorded for teaching staff by Learning and Teaching Mentors. Overall 1,509 events were recorded in staff records against 268 members of staff (a number of staff attended more than one event). Events were varied with attendances at external seminars, internal training days, networking events, on line training, updates and gaining qualifications. In addition to these staff undergo development within their role on a daily basis however this type of training is not recorded.

The spend on staff development events equated to £52,843 for the session. A large number of events attended do not attract a cost.

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. Internal events were mainly aimed at teaching staff and included e-learning developments, assessment procedures, moderation, effective learning, personal tutor training and core pack development. Mandatory safeguarding training was provided to all staff across the College through a series of events in conjunction with the mandatory Fire Awareness training which was provided on line. Mandatory induction training for all new staff includes Safeguarding, Data Protection, Health and Safety and Equality and Diversity and is completed on line. Staff continue to undertake qualifications including HND, HNC and SVQs at various levels and attend events held in their specialist area or via Scotland's Colleges Development Network.

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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. During the session 80 staff logged in to the system accumulating approximately 130 hours of learning.

6. RECOMMENDATION

Members are requested to note this report.

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EMPLOYEE ENGAGEMENT SURVEY

Introduction

The purpose of the paper is to prove the Committee with the results from the recent Employee Engagement Survey conducted as part of the HR Strategy in April 2016.

The Survey

The College undertook a staff survey in 2009 but due to the time lapse and difficulties in analysing the data previously, a new survey was designed. This therefore means that no comparisons can be made. The purpose of the survey is to provide a baseline picture of the organisational culture and elicit staff opinions. Discussion and agreement took place with Trade Union Representatives regarding the questions prior to issue to staff. It was agreed not to include any free text boxes as this created difficulties when analysing the data and also difficult to respond to anonymous comments. Discussion also took place regarding the use of a neither agree nor disagree option and concerns that respondents would mainly use this option. It was agreed to include this option as this may encourage staff to complete the survey when they feel that they did not have a strong opinion for a response. It was agreed that this would be reconsidered prior to the next survey.

The survey consisted of the following eight sections:

- About the individual
- Your Role
- College Performance
- Effectiveness of Teams and Working Relationships
- My Manager
- Organisational Leadership (staff were asked to relate these to the Executive Management Team)
- Staff Morale
- Impact and Achievement

The first section was about the individual completing the survey and would allow for deeper analysis of the results e.g. part time v full time, temporary staff v permanent staff. All staff were invited to complete the survey (excluding the Executive Management Team) on line via an email link with reminders issued at regular intervals to encourage responses. The survey was completed anonymously. A few staff were unable to complete on line and were provided with hard copies to complete (cleaners).

Results

58% of staff completed the survey (174 out of a possible 300) with all staff groups represented and responses from both Campus. The results have provided information which highlights positive areas as well as areas for organisational development to contribute to the success of the College and to enhance and support a culture of continuous improvement.

The responses suggested a positive connection from staff to their role, their team and their line manager with 94% feeling they are trusted to do a good job. 82% of respondents indicated that the College is a friendly place to work with 78% being proud to work at the College. Over 82% of

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respondents feel the College ensures learners are the priority with 835 feeling the College is successful in supporting learner from all backgrounds.

Areas highlighted where improvements can be made are:

- Information and Communication;
- Feedback;
- Training and Development; and
- Wellbeing

These are all areas which require further exploration with staff as to why they feel less positive and how we can improve. Working groups consisting of a broad selection of staff will be formed to look at each of these areas and an action plan devised. The survey has been circulated to all staff with some suggestions regarding areas to be reviewed. Future reports to the Committee will provide updates regarding progress in these areas.

A full report of the results is attached.

The survey will be issued again in 2 years to identify where improvements have been made, or sooner if deemed appropriate.

Recommendation

Members are asked to note the attached results.

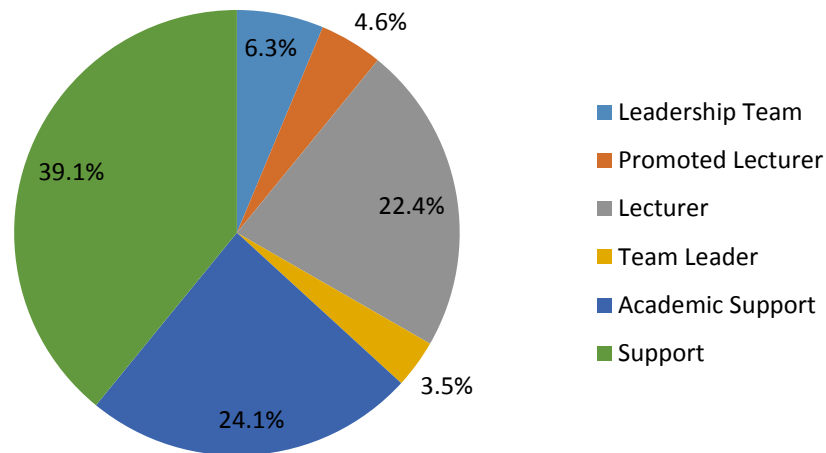
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EMPLOYEE ENGAGEMENT SURVEY

Introduction

This report presents the findings of the 2016 staff survey which 58% (174 out of a possible 300) of staff completed.

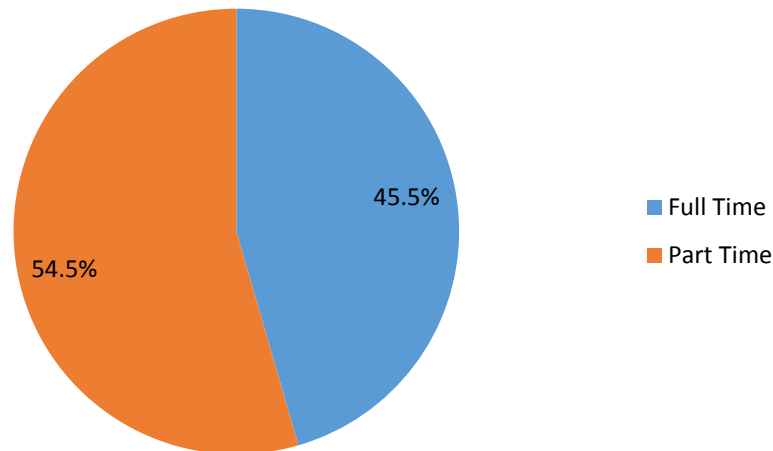
Responses were received from each of the staff groups identified as follows:



From each Campus we received 11.5% from Stranraer and 88.5% from Dumfries which is a reflection of the number of staff at each Campus with 14.7% of staff employed at Stranraer and 85.3% at Dumfries. Approximately 17% of staff are employed on a temporary basis but these only accounted of 9.8% of the responses.

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More part time staff responded than full time staff but this is a reflection of the staffing at the College with 69% of staff employed on a part time/term time basis.



The following report is split in to the sections as per the original survey:

- Your role
- College Performance
- Effectiveness of Teams and Working relationships
- My Manager
- Organisational Leadership (Executive Team)
- Staff Morale
- Impact and Achievements

Each section has a graph of the full statistics (%) and a summary of the findings outlining what areas require development. Further work will take place with staff during the next session to develop and implement an action plan to address the key findings.

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Your Role

Over 50% of respondents indicated “strongly agree” or “agree” to the 17 statements in this section with the exception of the following:

- I receive regular praise for my work;
- I feel the views of staff at all levels are treated with respect;

The majority of responses in relation to role clarity indicate that staff are clear about their role and their role within the team, 93% and 87% respectively, with 68% indicating that they receive sufficient information to operate effectively. 67% stated they had a regular staff development review; however 17% indicated that they did not have clear objectives, with 13% indicating that their CPD requirements were not met.

Only 45% stated that they receive regular feedback on their performance with 24% stating they did not.

31% of staff indicated that they feel that the views of staff are not treated with respect.

The majority of responses indicated that they feel trusted to do a good job (94%) however 10% feel that they are not given the opportunity to work to their strengths.

On average 20% of respondents neither agreed nor disagreed with the statements.

Areas for development:

- Staff development review process;
- Staff development programme;
- Explore how we can improve the mechanisms for staff to feedback.

Board of Management

	Strongly Agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %
I understand what is expected of my role	51.72	40.8	4.02	2.87	0.57
I have a clear role within my team	44.25	42.53	8.62	4.02	0.57
I am trusted to do a good job	55.75	38.51	4.02	1.15	0.57
I receive regular praise for my work	20.11	32.18	32.18	12.64	2.87
I receive a regular staff development review/career review	26.44	40.8	18.97	7.47	6.32
I have clear staff development objectives/career review objectives	18.39	41.95	22.99	10.92	5.75
My CPD requirements have been met.	18.39	33.33	35.63	7.47	5.17
I am encouraged to learn and develop my skills	24.14	35.63	24.71	9.77	5.75
I am given the information I need to operate effectively	18.39	49.43	21.84	8.62	1.72
I have an opportunity to work to my strengths	23.56	42.53	22.41	8.62	2.87
I receive regular feedback on my performance	14.37	31.03	31.03	19.54	4.02
I have a good work-life balance	21.84	43.1	18.97	11.49	4.6
I find my work challenging and motivating	22.99	47.13	20.11	8.05	1.72
I have guidance and support in my role	27.01	39.08	22.41	8.05	3.45
I understand how my work contributes to delivering the College's goals	34.48	47.13	14.37	2.3	1.72
I feel the views of staff at all levels are treated with respect	14.94	31.61	22.41	20.11	10.92
I feel I can talk openly about my problems or concerns	19.54	34.48	24.14	14.94	6.9

Board of Management

College Performance

Respondents indicated an understanding of the College's purpose, vision, strategies, goals and challenges faced by the College however on average 23% of staff neither agreed nor disagreed with the statements regarding vision, strategies and performance. Although 65.5% indicated that they receive regular information regarding the College's performance, 44.8% indicated they would like more. 59% stated they were confident in the College's future but 12.6% did not agree with this statement and 28% neither agreed nor disagreed. More work is required to identify why staff feel this way.

50% confirmed that they understood the role of the Board of Management with 20% disagreeing.

On average 26% of staff responded "neither agree nor disagree" with the statements.

Areas for development:

- Explore how we can improve on information sharing with staff at all levels.
- More information to all staff regarding the role of the Board of Management and members;
- Explore how we can improve communication.
- Explore why staff are concerned regarding the College's future.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There is a clear vision for the future of the College	14.37	52.3	24.14	6.9	2.3
I understand the purpose of the College	27.59	60.34	9.77	2.3	0
I understand the strategies and goals of the College	16.09	55.17	23.56	3.45	1.72
I receive regular information about the performance of the College	12.07	53.45	24.71	8.62	1.15
I would like more information about the College's performance	10.34	34.48	48.28	5.17	1.72

Board of Management

I understand the challenges our College currently faces	15.52	56.32	22.41	5.75	0
I am confident about the future of the College	12.64	46.55	28.16	8.05	4.6
I understand the role of the Board of Management	10.92	39.08	30.46	16.09	3.45

Effectiveness of Teams and Working Relationships

From the responses there is a clear indication that teamwork is effective in individual teams (83%) and that teams regularly review their own effectiveness (74%). There is however an indication that further work is required regarding communication between teams with 35% stating they “disagree” or “strongly disagree” with this statement. Although 56% stated they feel there are good working relationship between support and teaching teams, 16% disagreed and 28% neither agreed nor disagreed. Further exploration is required regarding as to why some staff feel this is not the case.

On average 21% of staff responded “neither agree nor disagree”.

Areas for development:

- Explore methods to share good practice and improve inter-team communication.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There are good working relations between teaching and support teams	16.9	39.66	28.16	10.34	5.75
My immediate colleagues and I work effectively as a team	50.57	32.18	10.34	5.17	1.72
My team regularly reviews our effectiveness and takes action to improve this	33.33	40.23	12.64	10.34	3.45
I understand the roles of most other teams in the College	11.49	51.72	21.26	13.22	2.3
The College has effective communication systems for sharing good practice between individuals and teams	7.47	22.99	34.48	27.59	7.47

Board of Management

My Manager

Over 70% indicated they had a good relationship with their manager in terms of being treated as an individual, feeling motivated and valued, confident to raise concerns and that they will receive feedback. 61% stated that they receive clear guidance from their manager on how to improve performance and 68% are confident that their manager will take action upon feedback. Conversely respondents were less positive in relation to: fair and transparent decision making; effective communication; staff are briefed honestly/fully about major College issues; and that staff do not feel confident challenging management views with only an average of 38% providing positive responses.

On average 21% responded that they neither agreed nor disagreed with the statements in this section.

Areas for development:

- Explore how we can improve on communication;
- Explore why staff feel unable to challenge views and decisions.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
My manager treats me as an individual	43.6	38.51	12.07	2.3	2.87
My manager motivates me to do a good job	39.08	35.06	17.24	6.32	2.3
I feel valued by my manager	41.38	35.63	14.94	4.6	3.45
My manager recognises my life outside work	39.08	34.48	17.82	5.75	2.3
I receive clear guidance from my manager on how to improve my performance	26.44	34.48	28.16	6.32	4.02
My manager asks for and considers my views and ideas	33.91	39.66	14.37	8.62	2.87
I feel confident that my manager will take action upon feedback given	31.03	37.93	18.97	7.47	4.02
I feel that I can raise any issues or concerns with my manager	36.78	38.51	13.79	7.47	3.45
I get an honest response from my manager to any question I raise	36.21	36.78	15.52	7.47	3.45
I feel decision-making within the College is fair and transparent	6.90	29.89	32.18	16.09	14.37
The management of the College communicates effectively	9.20	28.16	32.18	20.11	9.77
I feel staff are briefed fully and honestly about major College issues	10.92	32.76	28.16	17.24	8.62
I feel comfortable challenging their views	7.47	28.16	28.16	22.99	10.92
I am confident that honest feedback will be given by College management	9.77	32.76	33.91	12.64	8.62
I am confident that discussion with my manager are treated I confidence	34.48	40.23	14.94	6.9	3.45

Board of Management

Organisational Leadership

52% indicated that they were confident that management provided clear leadership however 18% did not agree with this statement. Responses to the remaining 8 statements were similar to that of the previous section with an average of 40% responding positively and an average of 25% responding negatively.

On average 34% responded “neither agree nor disagree”.

Areas for development:

- Explore how we can improve on communication from and to the Executive Team.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
I am confident that management provide clear leadership	10.92	41.38	29.89	13.22	4.60
I feel decision-making within the College is fair and transparent	7.47	26.44	38.51	20.11	7.47
The management of the College communicates effectively	8.62	32.18	36.21	16.67	6.32
I feel staff are briefed fully and honestly about major College issues	13.22	31.03	35.63	13.79	6.32
Management actively seek views and ideas from staff about the College	7.47	36.21	30.46	17.24	8.62
I feel confident in speaking up about issues affecting the College	11.49	27.59	35.63	18.97	6.32
I feel comfortable challenging their views	7.47	29.31	29.89	24.71	8.62
I am confident that management evaluate all suggestions and give feedback in a timely manner	5.75	31.61	36.21	17.24	9.20
I am confident that honest feedback will be given by College management	9.77	32.18	36.78	12.64	8.62

Board of Management

Staff Morale

Over 82% indicated that the College is a friendly place to work with 78% being proud to work at the College, however only 51% felt valued by the College. Almost 65% feel confident in the College's future.

When asked about mutual respect between staff at all levels over 50% responded positively however 20% disagreed. Almost 75% of staff agreed that staff are treated equally regardless of gender, age, ethnicity etc.

On average 58% of respondents feel they are encouraged to learn from each other and are encouraged to be innovative with almost 72% indicating that customer care is at the heart of what we do.

Only 54% believe the need to improve quality of our work is a shared value with nearly 17% disagreeing with this statement.

43% feel the College offers a wide variety of benefits with only 42% agreeing that the College promotes health and well being to staff. 25% disagreed with this last statement.

On average 24% neither agreed nor disagreed with the statements.

Areas for development:

- Explore further why 49% did not feel that they could respond positively to feeling valued by the college.
- Explore further why 46% do not feel that staff have a shared value of continuous quality improvement.
- Review the staff benefits offered to ensure that all staff are aware of the packages and have access.
- Identify how excellence and innovation can be recognised and supported.

Board of Management

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
The College is a friendly place to work	31.61	50.57	11.49	5.17	1.15
There is a mutual respect between staff at all levels of the College	16.67	40.8	21.26	17.82	3.45
I feel all staff are treated equally - irrespective of their gender, age, ethnicity, etc.	23.56	51.15	12.07	9.77	3.45
I feel staff are encouraged to learn from each other	14.37	45.4	29.31	9.77	1.15
I feel staff are encouraged to be innovative	16.67	40.23	26.44	11.49	5.17
I feel that high quality customer service is at the heart of what we do	27.59	44.25	18.39	7.47	2.3
The need to constantly improve the quality of our work is a value shared by all staff	10.92	43.1	29.31	13.79	2.87
I feel that my colleagues in other departments in the College recognise and support my work	9.77	33.33	38.51	14.37	4.02
The College offers a wide variety of staff benefits	7.47	35.63	33.91	19.54	3.45
The College promotes health and wellbeing to staff	6.32	36.21	31.61	18.39	7.47
I feel valued by the College	11.49	39.66	27.01	12.64	9.2
I am proud to be an employee of the College	33.33	44.83	14.94	5.75	1.15
I have confidence in the College's future	20.69	44.25	22.99	6.9	5.17

Board of Management

Impact and Achievement

On average 64% responded positively to each question in this section with over 82% feeling that the College ensures that the students are the priority and 83% feeling the College is successful in supporting learners from all backgrounds. 60% of respondents feel that the College has a good reputation with students.

With regard to external reputation with local employers, schools and businesses an average of 54% responded positively with 18% disagreeing that the College has a good reputation with local employers.

61% feel that the college is respected overall within the local community however 14% disagreed.

68% feel that the College recruits high quality staff.

On average 25% of responses neither agreed nor disagreed with the statements.

Areas for development

- Review how we seek views from external clients;
- Explore why some staff feel that the College does not have a good reputation externally.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
Overall I feel the College ensures students are the priority	25.29	56.9	10.92	5.17	1.72
Overall I feel the College looks after its business clients/employers well	12.07	47.13	31.61	5.17	4.02
Overall I feel the College has a good reputation with local schools	12.07	39.66	38.51	8.62	1.15
Overall I feel the College has a good reputation with local employers	9.77	41.95	29.89	14.94	3.45
Overall I feel the College has a good reputation with students	12.07	47.7	28.16	10.34	1.72
Overall I feel the College is successful in supporting learners from all backgrounds	24.71	58.62	12.07	3.45	1.15
Overall I feel the College is respected in the community overall	11.49	49.43	25.29	12.07	1.72
Overall I feel the College recruits high quality staff	16.67	51.15	25.29	4.02	2.87