

## Board of Management Human Resources Committee

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**Date: 11 December 2015**

**Time: 2:30pm**

**Room: 2009**

### A G E N D A

		<b>Presented by</b>
1	Welcome and Apologies for Absence	SM
2	Declaration of Interest	SM
3	Minute of Meeting of 6 October 2015	SM
	(attached)	
4	Matters Arising	SM
5	Draft Human Resources Strategy	HP
	(report attached)	
6	Any Other Business	
7	Date and Time of Next Meeting - TBC	

## Board of Management

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### 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.

## Human Resources Committee

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### Draft Human Resources Strategy

#### 1. Introduction

- 1.1 The purpose of this paper is to provide the Human Resources Committee with the opportunity to provide further input to 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.

In conjunction with the Strategy a staff survey will be conducted early in 2016. A copy of the proposed questions is included with this report to enable the Committee to comment and provide feedback.

#### 3. Recommendation

- 3.1 It is recommended that the Human Resources Committee:
- Approve the Human Resources Strategy for further consultation with the Trade Unions and wider staff.
  - Discuss the draft Staff Survey and provide feedback.

Helen Pedley  
Director of Organisational Development & Facilities  
December 2015

# 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.

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.

## **THEME 1: 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.

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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.
- 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 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 Review process 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.

### **THEME 2: ADAPTABLE, FLEXIBLE AND 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.

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- 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.

### **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.



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### THEME 4: A 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 such as flexible working/career breaks, 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 measure 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.

### SUCCESS INDICATORS

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.

### REVIEW

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

### Background Information

Which of these best describes your role?	College Leadership Team	Promoted Lecturer (BLA, CL, L&TM)	Team Leader	Lecturer	Academic Support (Assessor, Trainer, Technical support, ILC, support worker)	Other
What hours do you work?	Full Time	Part Time				
Do you have a permanent contract?	Yes	No				
Campus	Stranraer	Dumfries				

**Your Role**

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I understand what is expected of my role					
I have a clear role within my team					
I am trusted to do a good job					
I receive regular praise for my work					
I receive a regular staff development review/career review					
I have clear staff development objectives/career review objectives					
I agree with my staff development objectives/career review objectives					
I am encouraged to learn and develop my skills					
I am given the information I need to operate effectively					
I have an opportunity to work to my strengths					
I receive regular feedback on my performance					
I have a good work-life balance					
I find my work challenging and motivating					
I have guidance and support in my role					
I understand how my work contributes to delivering the College's goals					
The views of staff at all levels are treated with respect					
I feel I can talk openly about my problems or concerns					

**College Performance**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
There is a clear vision for the future of the College					
I understand the purpose of the College					
I understand the strategies and goals of the College					
I receive regular information about the performance of the College					
I would like more information about the College's performance					
I understand the challenges our College currently faces					
I am confident about the future of the College					

**Effectiveness of Teams and working Relationships**

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
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There are good working relations between teaching and support teams

My immediate colleagues and I work effectively as a team

My team regularly reviews our effectiveness and takes action to improve this

I understand the roles of most other teams in the College

The College has effective communication systems for sharing good practice between individuals and teams

### My Manager

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My manager treats me as an individual					
My manager motivates me to do a good job					
I feel valued by my manager					
My manager recognises my life outside work					
I receive clear guidance from my manager on how to improve my performance					
My manager asks for and considers my views and ideas					
I feel confident that my manager will take action upon feedback given					
I feel that I can raise any issues or concerns with my manager					
I get an honest response from my manager to any question I raise					
My manager cares for me as a person					

**Organisational Leadership**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I am confident that management provide clear leadership					
I feel decision-making within the College is fair and transparent					
The management of the College communicates effectively					
I feel staff are briefed fully and honestly about major College issues					
Management actively seek views and ideas from staff about the College					
I feel confident in speaking up about issues affecting the College					
I feel safe challenging their views					
I am confident that management evaluate all suggestions and give feedback in a timely manner					
I am confident that honest feedback will be given by College management					

**Staff Morale**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The College is a friendly place to work					
There is a mutual respect between staff at all levels of the College					
All staff are treated equally - irrespective of their gender, age, ethnicity, etc.					
I feel staff are encouraged to learn from each other					
I feel staff are encouraged to be innovative					
I feel that high quality customer service is at the heart of what we do					
The need to constantly improve the quality of our work is a value shared by all staff					
I feel that my colleagues in other departments in the College recognise and support my work					
The College offers a wide variety of staff benefits					
The College promotes health and wellbeing to staff					
I feel valued by the College					
I am proud to be an employee of the College					



**College Values & Culture**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I have confidence in the College's future					
I believe that the College "lives" its values					
College values are relevant and recognisable in my day-to-day working life					
The College lives up to what it promises					
I am treated with respect by my colleagues					

**College impact and Achievements**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The College ensures students are the priority					
The College looks after its business clients/employers well					
The College has a good reputation with local schools					
The College has a good reputation with local employers					
The College has a good reputation with students					
The College is successful in supporting learners from all backgrounds					
The College is respected in the community overall					
The College recruits high quality staff					

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