HR COMMITTEE

DATE:	May 2022
TITLE OF REPORT:	21-22 HR & People Strategy
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	Proposed 3-Year HR & People Strategy, aligned to College Strategic Priorities until 2025.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: 1. Note the proposed HR & People Strategy. 2. Review and approve the HR & People Strategy.
RISK	1. A lack of automation will result in more than 50% of the current, manual workload continuing and a capability restriction from delivering on value-add HR activities required to achieve this strategy.
RELEVANT STRATEGIC AIM:	Successful Students – skilled & knowledgeable staff Highest Quality Education & Support – Valued & enthusiastic staff; high-quality support services; productive partnerships Sustainable Behaviours – effective leadership and management; excellent governance; continuing professional learning and development; appropriate risk management
SUMMARY OF REPORT:	The report will provide insight into each of the following areas: • Purpose of HR & People Strategy. • Lever 1 – Talent • Lever 2 – Culture • Lever 3 – Experience • The Journey

HR & People Strategy
Enabling Results Through Our People

South Lanarkshire College
2022 – 2025

1 | Talent

2 | Culture

3 | Experience

Purpose of HR & People Strategy

The HR & People Strategy is designed to bring solutions that enable our employees to achieve the strategic goals of the Board of Management, taking into account internal and external factors as well as development opportunities.

The strategy will focus on three key areas:
1. Talent – ensuring the achievement of the Board's strategic priorities through our people.
2. Culture – ensuring the Values of the College are embedded throughout the employee journey.
3. Experience – develop and optimise the experience for all colleagues, managers and leaders.
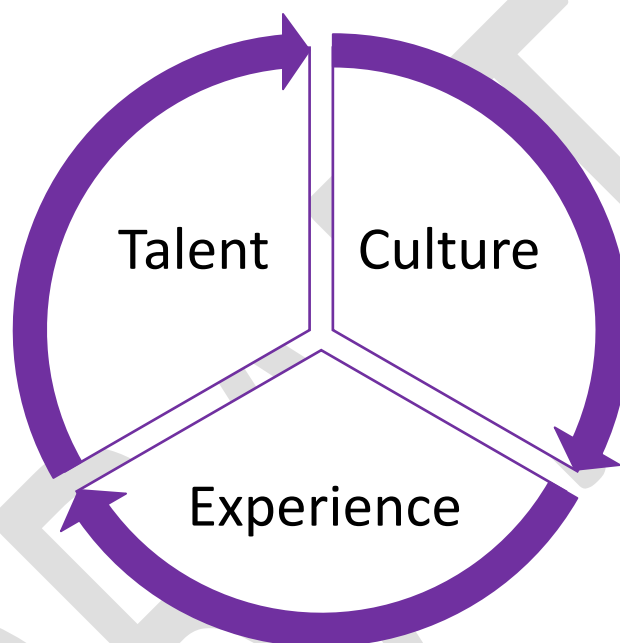
The HR & People strategy is essential in achieving the following strategic deliverables:
1. Appropriate risk management
2. Continuing professional learning & development
3. Effective leadership and management
4. Engaged employees
5. Environmentally sustainable behaviours
6. Excellent governance
7. Financial sustainability
8. Having skilled and knowledgeable staff
9. High quality learning & teaching
10. High quality support services
11. Valued & enthusiastic staff

Lever 1 – Talent

Strategic Priority

Creation and implementation of a College-wide framework, which will provide a consistent talent view and approach to:

1. Attracting & Recruiting
2. Training & development
3. Talent management
4. Organisational development

Attracting and Recruiting

The College seeks to attract and recruit the best people, by:

1. Ensuring candidates are knowledgeable of the College as a great employer.
2. Offering the best candidate experience and retention throughout the candidate journey.
3. Having a broad reach across potential employees.
4. Give all candidates the opportunity to demonstrate their capabilities through supportive and fair selection methods.
5. Providing an enabling onboarding program to give all employees the best possible start.

Training & Development

We will provide learning and development opportunities for all employees to develop skills and knowledge to be successful professionally and personally, by:

1. Sharing the required capabilities for all roles within the College.
2. Offering a range of learning opportunities for all role capabilities, including e-learning, on-the-job training, face-to-face training, reading, networking, coaching and mentoring.
3. Provide an environment and opportunity to allow colleagues to learn, develop and reflect.
4. Provide regular feedback and coaching from line managers.

Talent Management

To ensure the College has the right talent in place at the right time, we will:

1. Review the ongoing capability, potential and motivations of all employees.
2. Provide opportunities to ensure the capabilities of our colleagues to deliver our strategic priorities.
3. Workforce planning to ensure a talent pipeline is available for current and future business requirements.

Organisational Development

The College will seek to implement approaches to ensure the overall performance of the organisation, by:

1. Having a transparent, people capability framework for all roles in the College.
2. Alignment of all development with the College's strategic priorities.
3. Systematic development of job families.
4. Provide routes and opportunities to support career development.

5. Mainstream continuous improvement and change across the College.

2025 Outcomes:
The Outcomes of this will be:

- Enhanced approach to nurturing, advertising and recruiting talent, ensuring equality of opportunity for all suitable candidates.
- A competency description for each job stage, ensuring that the same measures are applied throughout the employee journey, including recruitment and career review.
- Assessment resources for each competency including interview guides and other assessments.
- Developmental suggestions and resources for each competency, including a suite of e-learning modules and in-house / outsourced e-learning development capability. This will include an optimised learning journey for people new to teaching.
- Measurable competencies for talent planning and talent readiness activities.
- Focussed enhancement for the development of both the College Leadership Team and the group referred to as Operations Managers and Curriculum Managers to cover both team development and individual learning against clear expectations.
- Talent Readiness approach around identifying talent and progressing people's development for the future needs of the College.

Lever 2 – Culture

Strategic Priority
To ensure the right Culture across the College through the agreement, measurement, communication and reinforcement of behaviours as well as enhancing employee involvement and organisational adaptability. This will be achieved under the following themes:
1. Employee communications & employer brand
2. Employee relations
3. Equality, diversity & inclusion
4. Recognition
5. Engagement
6. Wellbeing

Employee Communications & Employer Brand
The College will have a strong employer brand and engaging, modern approach to employee communication, by:
1. Actively developing, positioning & communication our reputation as an employer.
2. Utilise technology to communicate in modern ways.
3. Have a structured and planned approach to communication across all colleagues.
4. Use of engaging content and resources.

Employee Relations
We will seek to build on our strong employee relations positioning, by:
1. Continuing to develop transparent, engaging and constructive relationships with our recognised trade unions.
2. Ensure policies and procedure are maintained and easily accessible for all colleagues.
3. Continue to empower and enable people managers to manage situations within their areas.

Equality, Diversity & Inclusion
Equality, Diversity & Inclusion is important for our stakeholders, and we will:
1. Continue to provide equality of opportunity for all employees.
2. Embed our equality, diversity & inclusion approach across all College activities.
3. Continually improve the support available to under-represented groups.
4. Engage with expert third parties and other colleges to identify, and make use of, best practices to support our equality, diversity and inclusion journey.
5. Ensure availability of learning and development resources for equality, diversity & inclusion.

Recognition

The College will continue to recognise the efforts of colleagues in living our College values, by:

1. Recognise employees through a range of resources.
2. Ensure recognition is conducted at peer, department and College-wide levels.
3. Utilise technology to enable ease of access of recognition across the College.

Engagement

Have an engaged workforce is essential to building our culture and we will achieve this by:

1. Offering regular engagement events and activities for all colleagues.
2. Conducting surveys, obtaining feedback and building solutions within our teams and College-wide.
3. Ensuring opportunities for all employees to interact with all levels of management and leadership.
4. Use technology to engage with individuals, teams and groups.

Wellbeing

Ensuring the wellbeing of our employees is essential. We will achieve this through:

1. Providing a range of support to colleagues.
2. Easy accessibility to resources and support for Wellbeing needs.
3. Regular offering of Wellbeing activities.
4. Utilise technology to engage and interact with colleagues on Wellbeing matters.

2025 Outcomes:

The Outcomes of this will be:

- Implement policies and procedures that enable front line and middle management engage in employee relations matters.
- Engagement with a HR Support firm to review and update policies and procedures and also to provide HR Team members with ongoing expert guidance. This may extend to retained Legal Services for employment law matters.
- Engaging approach to create a place where people belong, transitioning the College into a place where there is wider representation across protected characteristics.
- Embedded recognition activities including peer recognition, awards and external recognition aligned to our Values.
- A planned approach to engaging employees, including through surveys, feedback, focus groups, communication and an "Event" approach to activities such as Development Days, Staff Conferences and workshops.
- Holistic College community engagement, including alignment with the criteria to meet external accreditation frameworks.

Lever 3 – Experience

Strategic Priority

Enhance experiences for all colleagues, managers and leaders by building "moments that matter" into efficient process that are positive to engage with, under the following themes:

1. Enhance experiences
2. Design "moments that matter"
3. Leverage technology

Enhance Experiences

We will ensure the experience of colleagues, managers and leaders are enhanced, by:

1. Improve the efficiency of experiences across the employee journey.
2. Minimising non-value-added time.
3. Ensuring efficient use of time.

Design "Moments that Matter"

We will create positive experiences for our colleagues, by:

1. Considering employee experience into our processes.
2. Including "moments that matter" in our processes.
3. Celebrate important moments for colleagues.

Utilise Technology

The College will leverage technology, by:

1. Automate repetitive administrative tasks, where possible.
2. Engage with colleagues through relevant technology.
3. Empower colleagues through access to necessary information.

2025 Outcomes:

The Outcomes from this will be:

1. Streamlined processes, designed to delight employees throughout the employee journey.
2. The automation of processes – existing or new software.
3. Reduction in non-value-added time for employees, HR, managers and leaders.
4. Data being made available to HR, managers and leadership.

The Journey

The following graphic demonstrates the 3-year, high-level journey which summarises this report and align to the College's Strategic Priorities and College Values.

2025

2024: From Data to Insights and predictive analytics, Employee Experience, Talent Data & Planning

2023: EDI Community Engagement, Employee Communications & Engagement, HR Collateral, Career For All (competencies / capabilities), Industry Conversion Programme, Equality Reporting, HR Business Partnering Approach, SLC Employee Survey

2022: Policies, Procedures, Re-Accreditations, Talent Management & Succession Planning, Employee Wellbeing, enabling an environment of "belonging" for all colleagues, HR Process Review & Automation, Recognition Framework, Benefits, Management & Leadership development program, Retained HR & Employment Law solution