

BOARD OF MANAGEMENT

Report to Human Resources Committee

FEBRUARY 2021

The purpose of this report is to update the Human Resources Committee on relevant staffing matters.

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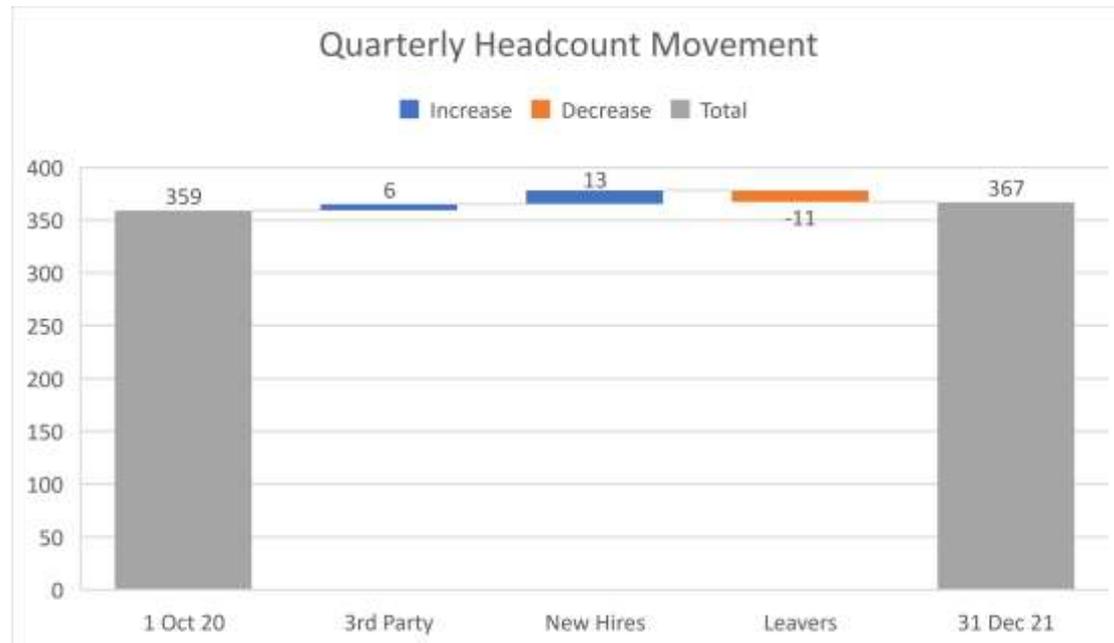
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1.0 Headcount Management

The quarterly headcount movement is shown in the graph below.



1.1 Recruitment

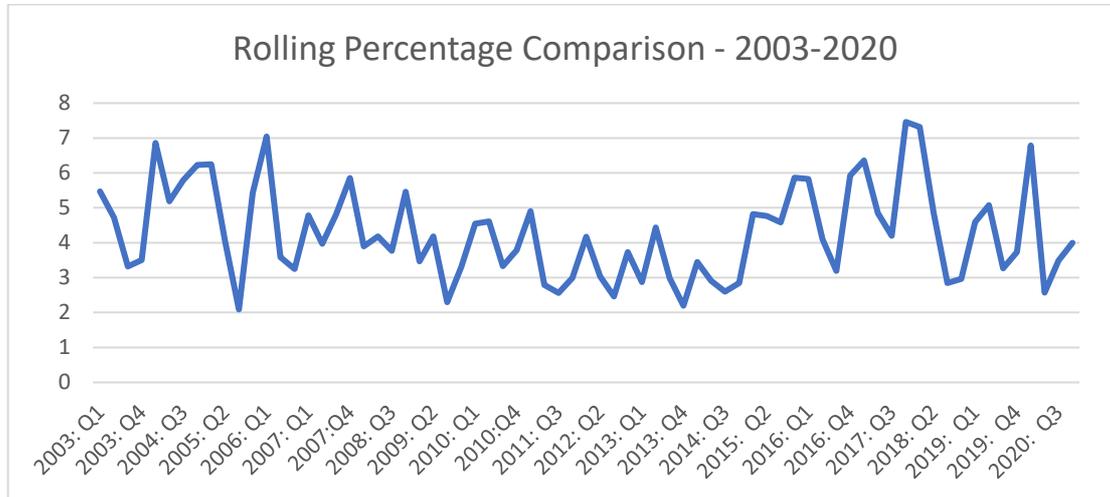
The marketing team has been further bolstered with the appointment of a new Marketing & Communications Manager who joined on 25 January 2021.

1.2 Leavers

Associate Principal for Construction left on 17 January 2021. Following an internal recruitment process, we have appointed an Interim person in the role, and are now progressing an external recruitment process in partnership with a recruitment agency.

1.3 Absence (not for publishing)

The College has a quarterly absence range of between 258 and 923 which is the equivalent of between 3 and 11 people off every day of the year. The statistics are shown in the graph below.



Three-quarters of sickness is driven by long-term absence. The instances & days lost per FTE per department are highlighted below:

Department	FTE	Instances	Instances per FTE	Days Available	Days Lost	% Lost	Days Lost Per FTE
Principalship*	4.4	1	23%	259.6	59	22.73	13.41
Student Services	22.52	4	18%	1328.68	4	0.30	0.18
Finance*	5.7	2	35%	336.3	118	35.09	20.70
CMIS	15.4	9	58%	908.6	12	1.32	0.78
HR	7.1	4	56%	418.9	31	7.40	4.37
Alternative Funding	12.77	3	23%	753.43	14	1.86	1.10
Facilities*	23.7	10	42%	1398.3	59	4.22	2.49
Business	43.07	5	12%	2541.13	34	1.34	0.79
Care	49.56	11	22%	2924.04	35	1.20	0.71
Construction	61.38	11	18%	3621.42	158	4.36	2.57
TOTALS:	245.6	60	24%	14490.4	524	3.62	

* departments with current long-term absence

Training of managers, optimisation & reinforcement of the absence procedure, leveraging employee benefits and also proactive engagement with employees who are absent will be implemented to improve the absence situation for the College.

2.0 Health & Wellbeing

COVID-19 and mental health initiatives continue to be at the forefront of our Health, Safety & Wellbeing efforts.

2.1 COVID-19

The prolonged high tiers and lockdown situation, coupled with the impact of related matters including home-schooling, caring responsibilities, shielding, blended learning and subsequent lack of face-to-face & physical activity has significantly impacted the wellbeing of our employees and students. We have enhanced communications with our students and Student Association, employees, trade union representatives and leadership to ensure we are hearing views from right across the College, as well as engaging with peers in other Colleges and in the wider College community. Support staff on campus have been significantly reduced, whilst maintaining sufficient employees across Facilities to manage and ensure the sanitization of the building. Lecturing staff on campus are driven by onsite student numbers, therefore currently very low.

We continue to follow our protocol agreed with NHS Lanarkshire as required and to submit our weekly COVID-19 statistics to the Scottish Government. We also promptly responded to a false press article about a COVID outbreak on campus by issuing a corrective response, working with the publication to accurately update the story and by communicating with employees.

The College issued an updated COVID-19 Health & Wellbeing guide, revitalizing our benefits for colleagues to support themselves during the pandemic. The benefits continue to be popular and beneficial and include TogetherAll, PAM Assist (our Employee Assistant Program) and a range of engaging activities to maintain a degree of connectedness or support wellbeing. In addition, The College Leadership Team continue to review the situation, discuss issues for employees and seek to deliver tailored solutions.

2.2 Mental Health

Mental Health Working Group

The Group, led by the Principal & CEO, continues to meet on a regular basis to review and offer solutions for identified mental health challenges across the College. The last meeting was on 14th December and primarily focussed on the mental wellbeing of employees and students as a result of COVID-19.

The Group is currently utilising social media platforms to signpost in house support services to students and staff, and to share information on mental health awareness campaigns. The group plans to support Mental Health Awareness Week from 10 – 16 May.

Parent Peer Support Group

Recognising how challenging a time this can be for everyone, particularly staff who are juggling workload, home schooling and other responsibilities, we welcomed proposals from staff and the Joint Negotiating Committee (JNC), to launch a Parent Peer Support Group.

Health Vulnerability Questionnaire

We reissued a survey in January 2021 about current health vulnerabilities to ensure we are responding appropriately in terms of staff support.

HSE Organisational Stress Risk Assessment

The College will be appointing a partner to run a survey in support of this Organisational Stress Risk Assessment that will both ensure the anonymity when completing the survey and also allow for anonymous interaction should the College wish to gather additional insights from comments made. This work is supported by members of a Short Life Working Group, made up of a cross-section of college staff and supported by Trade Union colleagues.

Additional measures for our students include:

- Student Mental Health Strategy;
- LGBT Youth Scotland Silver Award;
- Stand Alone Pledge – for estranged students; and
- Free Soup Initiative.

3.0 Employee Engagement

The College is about to embark on an optimization of our approach to employee engagement. The approach to date appears to have been inconsistent and would benefit from a planned, data-driven approach.

3.1 Employee Journey & Experience

A process has commenced to review the employee journey from recruitment & onboarding, through to training & engagement and on to offboarding & alumni. The focus will look at both process optimization and experience for the employee, manager, leadership & HR. We are trialing the College's first Exit Interview process now to capture some insights and feedback. The first process being reviewed is Timesheet to Pay.

3.2 Employee Engagement & Internal Communications

A planned, optimised approach to employee engagement and internal communications will be created and implemented. HR and Marketing will be working closely to ensure this is implemented effectively.

3.3 Equality, Diversity & Inclusion

The Equality Group met on Wednesday 13th January, when a number of items were actioned and discussed. A key focus of the meeting was to review progress of Equality Outcomes and the Equality Mainstreaming Report, due to be published by April 30th, 2021.

Staff Equality Monitoring

We have an obligation to take actions to meet the specific duties of the Public Sector Equality Duty (PSED). One of these specific duties is to gather and publish information, on all protected characteristics of employees, to inform progress and action towards the mainstreaming duty every two years. As part of this, we invite staff to complete an equality monitoring form in February each year and have launched this for 2021.

Historically, Equality Reports include an update on Board diversity, specifically based on gender and through observation. As noted above, we are progressing information gathering on the protected characteristics of staff. There might be value in conducting a similar exercise for Board members, both for reporting purposes and to help shape our approach to Board member recruitment. Committee members views on this would be welcome.

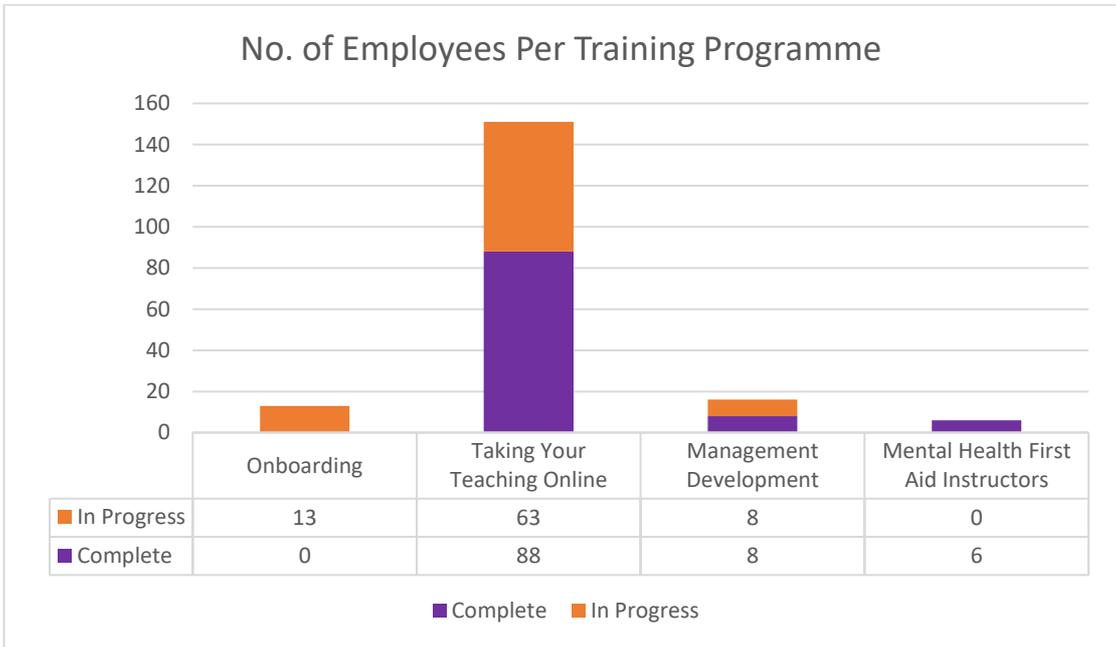
Inclusion Scotland – We Can Work - Internship

In 2020 we secured an intern from Inclusion Scotland’s “We Can Work” programme. The role was as an Equality Project Assistant, funded by Advance HE, to support the College on progressing a staff equality research project.

The main focus was to develop an Equalities Project Survey, to look at staff experiences and how best to increase the recruitment and retention of disabled staff members. All staff were invited to complete the survey to ensure everyone’s voice was heard. 180 staff responded, 49.5% of all staff. The results from the survey will be analysed and actions developed to identify key themes and how we might address them.

4.0 Learning & Development

The following graph shows the current learning & development activities across the College.



Staff Development Day

A total of 17 staff development sessions were delivered on 21st December. All sessions were delivered virtually and had a continued focus on effective blended learning, enhancing digital skills, equality and diversity and supporting wellbeing. We also launched Corporate Parenting and Data Subject Rights modules as part of our mandatory staff training and have seen high engagement. The next staff development day takes place on Friday 5th of March. The following table shows the number of employees attending each course during the December Staff Development Day.

Staff Development Day – Monday 21st December	
Course	No. Employees
Introduction to Learning and Teaching	4
Making Learning More Accessible	25
Disability and Neurodiversity Awareness Workshops	9
Coping with COVID - Managing Stress and Developing Resilience	48
Bringing the Fun Back into the Virtual Classroom	25
Microsoft Excel	23
Blended learning: Office365 features that empower lecturers and students	16
Effective Questioning Techniques	10
Managing Challenges in the Virtual Classroom	27
Pre-retirement Course	31
Impact of Sexual Violence and Disclosures	24
Drive efficient coordination and reduce workload with OneNote Notebooks	22
Class Notebook	14
Mindfulness	23
TOTAL	301

Open University Opportunities

The Open University are offering several fully funded Postgraduate level microcredential courses through the Scottish Funding Council Upskilling Fund. The courses include:

- Online Teaching: Creating Courses for Adult Learners
- Online Teaching: Accessibility and Inclusive Learning
- Teacher Development: Embedding Mental Health in the Curriculum

Some staff are already enrolled and undertaking the Online Teaching course.

5.0 Performance

It is essential to ensure the College continues to be strategically aligned with performance. Two areas of development for this are through team development with the College Leadership Team and also through Career Review conversations with all employees.

5.1 College Leadership Team – Team Development

The College Leadership Team have agreed a desire to go through team development, to enhance our ability to be successful as one team. Areas identified include trust, transparency and managing conflict. We are now embarking on a survey to assess how we currently perform as one team, before we implement development steps.

5.2 Career Review

The current Career Review process has been identified as being inconsistently applied and with very mixed employee experiences. We are now reviewing this process, as it is the only formal opportunity to communicate, cascade and drive performance across the College.

6.0 Employee & Industrial Relations

6.1 Contracts of Employment and Job Descriptions

Contracts of Employment and job descriptions for College Management and Lecturers are currently being reviewed. The JNC is involved in these discussion as follows:

- **Assistant Principals:** revised Contracts are under discussion with the APs with changes primarily being to extend the notice period to three months either side. Their job descriptions are also being updated to bring them in line with College requirements.
- **Curriculum Managers:** as a result of national bargaining, CMs are now deemed 'promoted lecturer level 3' and have had a salary increase to reflect this. APs are currently reviewing the CM job descriptions in line with the NJNC national agreement. The revised contracts of employment for this cohort are being prepared for issue by the end of April 2021.
- **Lecturers:** Revised Contracts are being prepared following national bargaining agreements. All contracts have now been issued for Permanent Lecturers. Temporary Lecturer contracts are now being prepared. The revised contracts of employment for this cohort are being prepared for issue by the end of April 2021.
- **Deputy Head of Faculty:** (3 staff) - job descriptions and contracts being prepared. The revised contracts of employment for this cohort are being prepared for issue by the end of March 2021.
- **Heads of Department:** job roles were previously evaluated and further work is required to review salaries and to update Contracts to reflect three months notice period. The revised contracts of employment for this cohort are being prepared for issue by the end of March 2021.

6.2 National Issues

The support staff settlement for 2020/21 remains ongoing with Colleges Scotland.

EIS-FELA has informed the College about a national Ballot to be initiated on 5th February in relation to the instructor/assessor role.

The work on job evaluation for support staff has been slow to progress given staff vacancies. Colleges Scotland have confirmed they are now at the "second check" stage where they are cross checking the work, which has resulted in a few clarifications going back to Colleges in order to progress further. They have agreed that it would be possible to include our heads of service, and we will now discuss this with them. The Committee will recollect that there had been a previous internal exercise, seeking to evaluate the roles, which was not approved by the

Remuneration Committee, and no subsequent action. The inclusion of these roles within the wider Colleges Scotland/Unison exercise would seem like a reasonable way to proceed.

6.3 Review of HR Policies

The HR Policy Review process is due to commence with the JNC providing their initial feedback on the following policies, which have been identified as the priority policies.

- Code of Practice for Employee Competency
- Dignity at work
- Grievance Policy and Procedure
- Disciplinary Policy
- Code of Practice on Whistleblowing
- Managers' Charter

Colleges Scotland are also reviewing a higher level agreement for the Grievance & Disciplinary policies, which ours will continue to be aligned with.

7.0 Maintenance of Accreditations

Investors in People is due for renewal in December 2021. We have commenced discussions and planning with Mary Leishman, our new Account Manager from Re:markable, to progress our renewal. One early action is the automation of our Career Review process, which has been manual, hard to access and hard to report on.

Leaders in Diversity renewal has been delayed due to COVID-19. We are working with them on a planned renewal during 2021.

8.0 Recommendations

It is recommended that the Human Resources Committee consider and note the HR Report; and advise of any action required in relation to Board diversity and equalities monitoring.