
ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	25 JANUARY 2017
Paper Title	ASSISTANT PRINCIPAL, HUMAN RESOURCES REPORT
Agenda Item	17.06
Responsible Officer	LORRAINE MCGAW, ASSISTANT PRINCIPAL, HUMAN RESOURCES
Status	DISCLOSABLE
Action	FOR NOTING

1. INTRODUCTION

The purpose of this report is to provide an update to the Organisational Development Committee on the type of activity that has been happening within the Organisational Development function since the last Committee meeting that is not covered within other Organisational Development Committee papers.

2. WORKLOAD MANAGEMENT

As a result of the Task Group meetings between management and staff representatives on workload issues a number of aspects are now being progressed in areas such as provision of extended learning support, ICT, the use of the VLE, induction, clarification of roles.

One of the main areas of discussion with teaching staff representatives which impacted on a significant number of staff was management of the Senior Lecturer workload.

There was concern that the Senior Lecturer role was not standardised across Schools, Faculties and campuses and that as a consequence, Senior lecturer workload varied and was increased by a lack common understanding of and approaches to carrying out the role. The main areas of concern raised surrounded tasks in Internal Verification, Self-evaluation, Interviewing, Course Record Set up (CRS) and the correcting of errors in student records data (Data Monitoring)

As a result of this a number of representative sub-groups were established to look at each area of concern and Curriculum Assistant Principals held meetings with Senior Lecturers in each Faculty to explore issues and to clarify their roles and responsibilities.

The Faculty meetings recognised that the role of a Senior Lecturer must meet the needs of the students and the School, and that although there are a number of common tasks which all Senior Lecturers perform, there has to be a measure of flexibility in approach and unique tasks can apply in many areas. Each Faculty discussed and agreed the roles and responsibilities for their area, involving the Heads of Curriculum

All formal and informal feedback on the Senior Lecturer role was considered and a training schedule was developed in conjunction with Curriculum Assistant Principals with the aim of bringing the group together on a regular basis to receive briefings and training on areas of work common to all and to enable them to ask questions and raise issues as a group. Training sessions have been run regularly since August 2016, ensuring all SLs have the same knowledge and understanding of college systems and processes relevant to their role.

Sub-groups have also now looked at Internal Verification, Interviewing, Self-evaluation and CRS process and suggested changes are being considered and implemented.

3. CONTINUOUS IMPROVEMENT

Members of the Organisational Development Team visited Strathclyde University to discuss Business Process Improvement with John Hogg, Director of Continuous Improvement. The visit was very informative and resulted in John visiting the College in late December to provide further insight into the Strathclyde University model.

We have been offered two places on a Business Improvement Course at the University dates still to be confirmed and John has also offered that two members of his team will speak to our Senior Management, date to be confirmed to help us decide how to progress our Business Improvement activity.

4. CULTURE AND VALUES

All staff have now had the opportunity to participate in a Culture and Values workshop with their team to explore what each value means to the team. The output from these sessions is now being worked on by Marketing and Organisational Development to produce a publication for staff reflecting their understanding of the College values and how they put them into practice. This is part of the longer term process of embedding values and culture and will be built on via stronger internal communication channels.

5. STAFF ENGAGEMENT SURVEY

In 2015 a full staff engagement survey was conducted the purpose of which was to gather baseline information on staff engagement. The College is currently sourcing an external partner to work with to undertake the next stage of the survey process. The purpose of this will be to provide a benchmark of current levels of engagement, perceived issues faced by staff and identify priority areas for action. The project brief is as follows:

- College working from three campus sites across Glasgow providing a mix of full time, part time and evening classes;
- A staff of approximately 1100 in a variety of work patterns, full time, part time, temporary and teaching and support roles;
- To deliver on the College Development Plan for 2016 to 2020 the college will need the commitment of staff;
- A full engagement survey was carried out in 2015 and the data from this survey will be used for benchmarking purposes;
- The questions from the original survey need to be reworked but must still be recognisable to give the data required to establish any improvements etc from the original survey;
- All staff to have the opportunity to complete a pulse survey before the next full survey in 2018 – this could be two surveys of 50% or four of 25% of staff;
- Full staff engagement survey to be conducted in 2018.

To adhere to the college procurement procedure three providers have been contacted and have now provided quotations. Two of the providers have been asked to present their proposal to the Senior Management and the contact will then be awarded.

There has been a commitment to engage with Trade Union representatives in the development of the survey. Discussions have taken place with them outlining the proposed approach and they will meet with the successful provider once appointed to be fully informed and involved in the process.

6. INTERNAL COMMUNICATIONS

The responsibility for internal communications now lies within the Organisational Development area and work has begun on identifying ways to improve this aspect of the college for all staff.

An internal Communication workshop was held with a selection of Senior and Middle Managers in mid-December to identify an action plan to engage with College staff on our approach to internal Communications.

A number of Focus Groups have been set-up and staff will be invited to come along and share their views on our current Internal Communications approach and give suggestions on how this could be improved in terms of both upward and downward communications as well as improving peer communication.

7. STAFF GOVERNANCE

A proposed staff governance approach and structure was presented to the Trade Unions during the autumn term and feedback on the proposal has now been received.

Based on feedback and further consideration of possible approaches the Organisational Development Team are continuing to research staff governance models and have recently met The John Lewis Partnership.

A final proposal has been prepared and will be presented to the Trade Union representatives for discussion and implementation.

8. RISK ANALYSIS

There are no risks associated with this paper.

9. LEGAL IMPLICATIONS

There are no legal implications associated with this paper.

10. FINANCIAL IMPLICATIONS

There are no financial implications associated with this paper.

11. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

12. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A