

MINUTE OF THE TWELTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 15TH NOVEMBER 2017, THE BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
J Vincent	Principal/Board Member
M Docherty	Committee Member
G Whiteford	Committee Member
C Walker	Committee Member
D Perez	Committee Member

IN ATTENDANCE:

G Crankshaw	Acting Assistant Principal, Human Resources
C Crawford	Acting Organisational Development Manager
J Thomson	Vice Principal, Resources and College Development
Gillian Murray	Clerk to the Board (Minute Taker)

ACTION

17.32 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies noted from N Patton, Head of Human Resources.

17.33 DECLARATIONS OF INTEREST

There were no declarations of interest.

17.34 MINUTES OF PREVIOUS MEETING: 25 JANUARY 2017

The Minutes were approved as an accurate record of the meeting of 16 May 2017.

17.35 MATTERS ARISING

The Committee noted the updates within the Matters Arising Action Grid.

J Vincent provided an update on National Bargaining. The Committee noted that Glasgow Clyde College had been unable to agree with the EIS on the job matching for Existing Promoted Lecturing Posts and the matter; therefore, had been referred to an independent resolution procedure through Colleges Scotland. The independent person appointed as part of that procedure will look at the current job descriptions and make an assessment on where these jobs should be placed on the new three-point scale. There could be significant staff salary cost implications depending on the outcome of that procedure.

The Committee Chair sought an update on the harmonisation of procedures across the three campuses. G Crankshaw informed the Committee that little progress had been made. This is largely down to the Unions understanding that National Bargaining will take the lead on procedures. It is the management's position that National Bargaining will set policy but not procedures.

17.36 NOTES OF SUPPORT AND TEACHING JOINT CONSULTATION AND NEGOTIATING COMMITTEE

The Committee noted the Minutes. It was agreed that there was nothing significant arising therein that should be brought to the attention of the Board.

The Committee discussed the Minutes. The Committee Chair praised the College for having achieved Accredited Living Wage status. The Committee discussed the impact of this on suppliers and the procurement process.

The Committee discussed the Cardonald Cleaning Services noting that a Team Leader had been appointed to ensure staff received training and that there had been an investment in new equipment. The progress had received positive feedback from the Unions.

17.37 ASSISTANT PRINCIPAL, HR REPORT

G Crankshaw was invited to speak to the Report issued with the Agenda. An update was given on work carried out by Organisational Development other than that work detailed elsewhere in the papers. Updates were given on:

- Management Movements;
- Staff Voice;
- Internal Communications;
- Cleaning Services ;
- Workforce Planning; and
- Industrial Action Figures.

G Crankshaw outlined the work that had been done in getting the Staff Voice in place. The Committee noted the purpose of the Staff Voice and the format, number of meetings, minutes etc. The Committee discussed the Staff Voice, noting that the forum would not be used as a negotiating table.

The Committee discussed the update on Internal Communications G Crankshaw tabled the Internal Communications Action Plan. A demonstration of the new 'Workplace by Facebook' was given to the Committee. In response to a query from a Committee member, G Crankshaw confirmed that this function would not replace all 'all staff' emails – those of significant importance would continue to be

issued by email as use of the function will be voluntary. One Committee member queried what the evidence base was for the re-introduction of updates from the Principal and J Thomson advised that feedback had been obtained via the fora. The Committee noted that the Principal will communicate with staff as and when he feels appropriate.

During discussions on Workforce Planning, G Crankshaw outlined the scale of the exercise advising the Committee that it would take at least the remainder of the academic year to complete. The Committee discussed the various approaches to workforce planning. One suggestion was to identify what skills would be required, then ascertaining which staff have those skills, rather than identifying the skills first then ascertaining what skills are required. One Committee member emphasised the importance of identifying, not only the skills held by staff, but also identifying those staff who were capable of passing on the skills to others.

During discussion on Industrial Action, and in response to a query from a Committee member, G Crankshaw confirmed that the pay deduction for a day's strike was 1/365th of the annual salary.

The Committee thanked G Crankshaw for the update.

17.39 KPI REPORT

G Crankshaw was invited to speak to the Report, which had been circulated by email prior to the meeting.

J Vincent invited the Committee to discuss the Report but allow a more detailed paper to come to the next meeting which would set out proposed targets based on more thorough consideration of each target area. The Committee agreed to a paper being brought to the next meeting and used the current paper as a starting point for discussion on the various areas therein.

GC/JV

During discussion on Learning and Development, the Committee observed the importance of having a KPI on the number of lecturing staff holding a TQFE or other appropriate teaching qualification. The Committee also noted the importance of induction training and reiterated the view that this should be mandatory. The Committee discussed the PDP process again reiterating the difficulties in policing this 'mandatory' process. The Committee noted the move away from the paperwork associated with carrying out a PDP and the move towards the emphasis being on the meetings and conversations that should take place.

The Committee emphasised the importance of Health and Safety inductions taking place.

During discussion on Staff Turnover, the Committee noted that the figures do not appear to be in line with what has previously been reported. G Crankshaw agreed to look into this further. One Committee member suggested that this figure could be further broken down to show lecturing and support staff.

GC

A suggestion was made for a KPI on the number of fixed term contracts becoming permanent contracts.

During discussions on Diversity, a Committee Member suggested that a KPI on the percentage of staff who have given diversity information might be useful.

The Committee agreed that there was no need to include a KPI on the number of staff obtaining a long service award.

The Committee agreed that a KPI relating to the number of dismissals would be useful.

The Committee agreed that the Management should take account of the feedback given by the Committee and bring a more detailed paper to the next meeting setting out proposed targets.

GC/JV

17.41 LEARNING AND DEVELOPMENT

C Crawford was invited to speak to the Report issued with the papers.

(G Whiteford left the meeting during discussion of this item)

The Committee discussed the Learning and Development Report. During discussion on Exceptional Leaders, the Committee agreed that the College needs to define what an Exceptional Leader at Glasgow Clyde College should look like. The Committee suggested that it would be useful to put a competency framework in place and then carry out 360° surveys.

The Committee noted the Learning and Development Report.

17.42 ABSENCE STATISTICS 1 FEBRUARY 2017 to 30 APRIL 2017

17.43 ABSENCE STATISTICS 1 AUGUST 2016 TO 31 JULY 2017

G Crawford was invited to speak to the two Reports issued with the Agenda.

The Committee discussed the Absence statistics. Discussion took place around the variation of practice across the three campuses and departments with regards to contact during absence and return to work interviews. Some Committee members thought it would be useful to see further data on 'other leave' such as those taking leave to care for a relative.

The Committee noted the Absence Statistics.

17.44 EQUALITY AND DIVERSITY

G Crankshaw took the Committee through the Equality and Diversity Report, which had been issued with the Agenda.

The Committee noted the Report.

17.45 MENTAL HEALTH REPORT

G Crankshaw took the Committee through the Mental Health Report, which had been issued with the Agenda.

The Committee discussed the possibility of a KPI around gender balance and how this changes with grade.

The Committee noted the Report.

17.46 STAFFING PROFILE

G Crankshaw took the Committee through the Staffing Profile Report which had been issued with the Agenda.

The Committee noted the Report.

17.47 REVIEW OF COMMITTEE REMIT

S Heidinger invited the Committee to consider its remit and to notify the Clerk to the Board of any suggested changes by email within the next couple of weeks. One suggested change was to replace the reference to 'staffing strategy' to 'people strategy'.

The Committee agreed to bring a revised version of the Remit to the next meeting of the Organisational Development Committee before taking to the March meeting of the Board. SH/Clerk

17.48 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equalities discussed throughout.

17.49 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Items 17.38 and 17.40 were deemed non-disclosable.

17.50 ANY OTHER BUSINESS

None

DATE OF NEXT MEETING

31st January 2018 at 4.30pm.