



Board of Management

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 11 November 2021

PRESENT: Innis Montgomery, Donald MacKenzie, Chris O'Neil, Sally Blyth, Samantha Cribb
CHAIR: Innis Montgomery
APOLOGIES: Gillian Galloway
ATTENDING: HR Manager
Assistant Principal – Student Experience and Quality
Assistant Principal – Operations and External Relations
Professional Development Manager
Board Secretary

The Chair welcomed everyone to the meeting. It was noted that some members of the Committee were expected to arrive at 9.00 a.m. and that because of this we would begin with items for discussion and return to items for decision once the meeting was quorate.

1. TALENT MANAGEMENT REPORT

The HR Manager spoke to the joint report with regards the move to a Talent Management approach explaining that this will be demand led and will look at recruiting, developing, recognising, and retaining talented individuals and teams. A HR Consultant has been appointed and is working alongside the HR Manager, the Assistant Principal – Operations and External Relations, Assistant Principal – Student Experience and Quality and the Professional Development Manager and their respective teams.

The HR Manager and the Assistant Principal – Operations and External Relations took the Committee through a Talent Management Strategy Presentation which highlighted the following areas of the strategy:

- Workforce Planning
- Talent Attraction
- Induction and Engagement
- Talent Development
- Organisational Performance Management
- Succession Planning

The Committee welcomed this significant piece of work, noting that it is expected that the talent management strategy would operate in conjunction with the revised organisational strategy as well as the new KPI Matrix. The

Committee embraced this initiative but suggested the inclusion of net zero targets within it.

2. NATIONAL BARGAINING/JOB EVALUATION

The HR Manager spoke to her report providing the Committee with an update on:

- Academic Staff Pay Claim for 2021/22
- Professional Services Staff Pay Claim 2021/22
- Job Evaluation.

The Principal provided the Committee with his thoughts on the Academic Staff Pay Claim for 2021/22.

The Committee noted that discussions with regards the Professional Services Staff Pay Claim for 2021/22 continue and that it is expected that a virtual day will be scheduled to allow for both sides to meet and discuss in detail the claim in its entirety. The Committee undertook a lengthy discussion with regards to the affordability of some aspects of the claim especially around the potential risks and benefits involved with any move to a 4-day working week.

Samantha Cribb joined the meeting.

The Committee noted that it is expected that the NJNC will have concluded the second set of scoring for the Job Evaluations by December 2021.

Donald MacKenzie joined the meeting.

The HR Manager provided to the Committee a background of the history of the Job Evaluation Programme.

3. MINUTES

Decision: The Meeting of the Human Resources Committee held on 23 September 2021 was **AGREED** as a correct record and was **APPROVED**.

There were no declarations of interest noted.

4. OUTSTANDING ACTIONS LIST

- Induction Training – EMT members reported that the Board Induction session scheduled to take place during the EMT Forum at the end of October 2021 did not take place. It was noted that the Board Secretary will schedule a further date in the New Year once the new members of the Board of Management have been recruited and are in post.
- KPI Measures - the Committee noted that this item would be discussed further within the agenda.

Decision: It was **AGREED** that this item can be removed from the list.

Item 01

- Talent Management - the Committee noted that this item had already been discussed.
Decision: It was **AGREED** that this item can be removed from the list.
- Hybrid Working - the Committee noted that this item would be discussed further within the agenda.
Decision: It was **AGREED** that this item can be removed from the list.
- PRD - the Committee noted that this item would be discussed further within the agenda.
Decision: It was **AGREED** that this item can be removed from the list.
- SFC Update - the Committee noted that this item would be discussed further within the agenda.
Decision: It was **AGREED** that this item can be removed from the list.
- Employee Relations – the Principal advised that the Respect Dialogue Charter has been highlighted to all reps and work will be undertaken to build this into our Distributed Leadership Model. Union representatives will be provided with IOSH Training as part of their role as Health and Safety Representatives.

The Assistant Principal – Operations and External Relations left the meeting.

5. POLICIES FOR APPROVAL

a) Staff Recruitment and Selection

The HR Manager advised the Committee that this policy had been submitted to the Committee for approval in error and that there had not been any amendments made to it.

b) Dignity in the Workplace

The HR Manager advised that amendments had been made to this policy based on our review of the policy as part of the Scotland wide SFC Call for Information Request.

The Assistant Principal – Operations and External Relations joined the meeting.

Decision: The HR Committee **AGREED** the changes made to the policy and **RECOMMENDED** it go to the Board of Management meeting for final approval.

6. HYBRID WORKING

The Assistant Principal – Operations and External Relations spoke to her report providing the Committee with both a background to the development of the hybrid working pilot and a timeline for consultation. The Committee noted that the timeline provided was due to commence on 03 January 2022; however, it is

Item 01

becoming increasingly clear that the Scottish Government are expected to continue to advise organisations that where possible, employees should continue to work from home. This will mean a likely amendment and delay to the timeline.

The Committee discussed hybrid working noting that due to the nature and function of some roles within the College some staff will have to spend the majority of their working hours on campus and that the pilot will allow us to look at how this can be managed. The Committee was advised that we have continued to allow Managers to set the parameters for hybrid working for their staff.

Further discussions took place around the employment market, the impact which hybrid working can have on the local community and the flexibility which this pilot will offer to staff.

It was agreed that updates on this pilot will be brought to future meetings as required.

7. KPI MEASURES

The Assistant Principal – Operations and External Relations introduced the KPI Matrix to the Committee advising them of the methodology behind this, the target profiles and past and current activity.

The Committee noted that a full presentation of the KPI Matrix would be provided to the Board of Management on 14 December 2021 alongside the strategy.

The Principal highlighted to the Committee that he has presented the KPI Matrix to the Partnership Council and that he is hopeful that they too will adopt this.

The Committee welcomed the quality control which this system will provide to Managers.

8. PROFESSIONAL DEVELOPMENT UPDATE

The Professional Development Manager spoke to her report providing the Committee with an update on Professional Development activities for the new academic year. In particular:

- Funding Applications from Staff
- Registration of Lecturers with GTSC
- Implementation of the new PRD policy and procedures.

The Professional Development Manager reiterated that her team are continuing to work with the HR Department to inform the direction of travel with regards the Talent Management Framework.

The Professional Development Manager advised the Committee of a new tool which has recently been added to the Brightspace Virtual Learning Environment. The tool increases accessibility for students and staff are currently undergoing training to implement it.

The Committee noted that we are due to start procurement with regards Distributed Leadership training.

9. HUMAN RESOURCES – QUARTER 1 REPORT 2021/22

The HR Manager spoke to her report and provided the Committee with an analysis of the key HR measures and an explanation with regards staff turnover, headcount FTE, leavers and starters, staff changes, furlough, absence, and PRD.

A discussion on staff turnover took place with the Committee noting how this links to plans for Distributed Leadership, Talent Management, and the new PRD process.

10. ACCESS TO MENTAL HEALTH SUPPORT SCHEME

The HR Manager provided the Committee with information on the Access to Work's Mental Health Support Service highlighting that this is being provided by Able Futures. The HR Manager advised that staff health and wellbeing remain our highest priority and that the new service was being provided in addition and as a complementary alternative to our existing Employee Assistance Programme.

The Committee noted that digital materials in relation to the scheme are being provided to staff and that the service will be promoted through the staff wellbeing group.

The Committee welcomed this extension to the support which we already provide to staff.

11. HALF YEARLY EMPLOYMENT LAW UPDATE

The HR Manager provided to the Committee a summary of the key employment law developments and proposed future changes over the last 6 months.

The HR Manager advised the Committee that she had liaised with Anderson and Strathern and they have confirmed that going forward they will now provide the Half Yearly Employment Law Update as part of their added benefits package.

12. FUNDING COUNCIL REVIEW – SFC UPDATE

The Assistant Principal – Student Experience and Quality provided the Committee with both a background and an overview of our response to the SFC Call for Information received in February 2021 and advised of the subsequent updates made to our policies and procedures from this review. The Committee noted the production of our Action Plan which has been shared with the SFC.

The Committee was advised of delays which had impacted on our timeline and explanations for the delays were provided. The Committee noted that it is

Item 01

anticipated that the remainder of the outstanding work will be completed by the end of this year with the outstanding policies being taken to the Board of Management in March 2022 for final approval.

The Committee noted that we had adopted all the recommendations made by the SFC and it is expected that the SFC will issue a follow up report at the beginning of 2022.

13. HSE MANAGEMENT STANDARDS

The Assistant Principal – Student Experience and Quality advised the Committee that she had met with both the HR Manager and the Health and Safety Manager, and it was agreed that we are not currently able to take on this area of work; due to current workloads.

14. EMPLOYEE RELATIONS – CONFIDENTIAL

The Committee noted the contents of the minutes of the meeting of the JCC held on 14 September and 01 October 2021.

15. DATE OF NEXT MEETING – Thursday 10 March 2022 at 08.30am.



Signed by the Chair:

Date: 10 March 2022