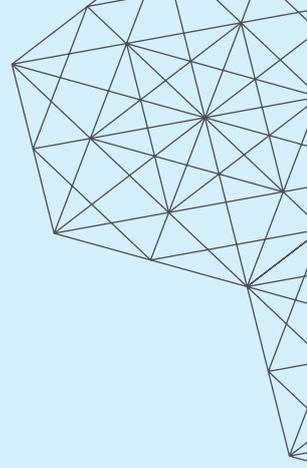


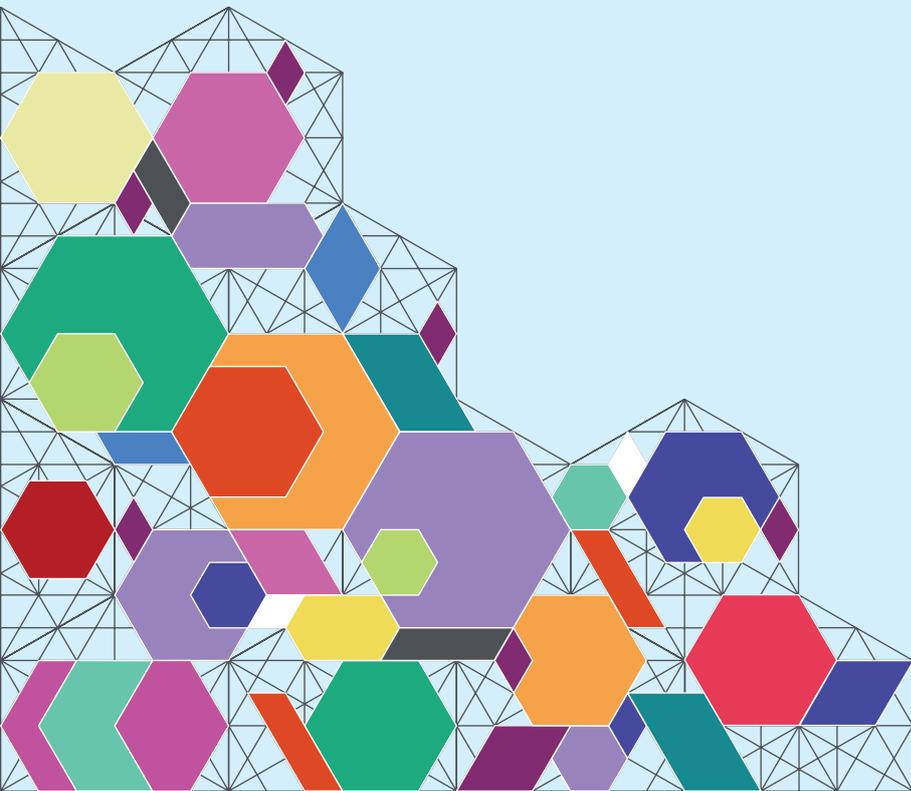
START  
TOMORROW  
TODAY



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# Organisation & Professional Development Strategy

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University of the  
Highlands and Islands  
Inverness College

# Organisation and Professional Development 2017-2020

## How to use this Strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI on our strategic approaches to Organisational Development including Human Resources and Staff Development.

Staff should make use of this strategy when creating their Operational Plans.

## Context

Inverness College UHI re-located to its new estate in August 2015, marking the start of a new era for the organisation. The 2017 – 2020 strategy is set in light of the opportunities presented by the provision of purpose built world class facilities providing an inspiring environment for students and staff. This strategy is also set in the context of an organisation that has gone from strength to strength, growing provision, diversifying income streams and achieving national recognition for business excellence and provides a route map to guide us to further success.

This strategy document provides a route map for continuous improvement and growth. Through delivery of this strategy, Inverness College will become an employer of choice in the region, creating an exceptional organisational environment providing excellent further and higher education opportunities and research outputs. As an organisation we will develop a supportive, creative and dynamic organisation that is responsive to our local community and has national and international reach.

At the heart of the strategy are our collective values and commitments. Our position as one of the largest partners within UHI makes our contribution to the achievement of the University's vision significant. The Inverness College Strategy is therefore closely aligned to the UHI People Strategy and the overall strategic vision for UHI. The UHI values of, collaboration, openness, respect and excellence, are implicit within Inverness College's commitment to:

- Operate in an environment of mutual respect, behaving professionally at all times;
- Act with integrity, being honest and transparent in our work and putting the interests of our students first;
- Accountable for our actions, do what we say we will do and exceed expectations;
- Passionate in our work and in our ambition for our students, our college and our university.

As an organisation we are raising the bar, setting greater expectation of ourselves and our students and working collaboratively with external stakeholders to realise shared ambitions for the Highlands and Islands.

**Strategic Objective 1:**

To engage in proactive workforce planning to attract and equip our staff with the skills and attributes required to meet our ongoing and future needs.

We will achieve this by:

- Developing effective workforce planning processes;
- Developing robust recruitment practice that is closely aligned to organisational values, commitments and workforce planning mechanisms;
- Supporting continued opportunities for professional learning closely aligned to the strategic plan and associated workforce priorities;
- Developing a programme to support the development of those aspiring to future leadership and management roles;
- Promoting development opportunities through secondments, networking and collaborative working with the wider partnership.

**Strategic objective 2:**

To work with UHI partners to support the implementation of UHI shared Services and collectively influence and develop conditions of service and working practices appropriate for a tertiary organisation in the 21<sup>st</sup> Century

We will achieve this by:

- Supporting the development of the HR project workstream to delivery UHI shared services;
- Working with UHI, College Principals and recognised trade unions to develop local UHI agreements in keeping with the tertiary needs of the UHI partnership and ensuring a fair and consistent framework for staff;
- Developing consistent staff policies and procedures in keeping with the needs of a modern tertiary organisation;
- Developing cross partnership trade union and employee consultation and engagement arrangements linked to national joint negotiating and consultation mechanisms.

**Strategic objective 3:**

To continue to embed our values and commitments in our working practice to develop a distinctive organisational identity and to ensure consistency in culture.

We will achieve this by:

- Refining the college personal skills framework, continuing to utilise the framework to challenge and support behaviours in line with college commitments and values;
- Refining the Professional Development Review Process, ensuring that the process motivates staff to achieve their highest performance in line with strategic and operational objectives and college commitments.
- Continuing to improve and ensure business excellence at a local and partnership level by utilising appropriate recognised quality frameworks that support organisational development and cultural change in line with UHI values and people strategy.
- Maintaining IIP Gold and Customer Service Excellence
- Achieving IIP Platinum

**Strategic objective 4:**

To create opportunities for leadership at every level empowering individuals and teams to deliver creative solutions.

We will achieve this by:

- Developing an organisational coaching and mentoring programme to develop the capacity for dispersed leadership throughout the organisation;
- Developing opportunities for leadership of cross-college initiatives at all levels within the organisation;
- Providing mechanisms that encourage cross departmental, and cross partnership working and development;
- Recognising and celebrating success and learning in cross college projects;

**Strategic objective 5:**

To develop an effective, motivated and engaged workforce able to support sustained improvement and organisational development

We will achieve this by:

- Reviewing mechanisms for reward, recognition and celebrating success ensuring alignment with college commitments and values;
- Developing a systematic approach to ensuring currency with industry practice to support continued relevance in education and training provision:
- Ensuring effective self-evaluation and peer review processes across all services that inform operational planning for improvement;
- Providing opportunities for staff to initiate and influence developments and improvements;
- Ensuring staff are equipped and supported to deal with internal and external changing environments, enabling them to be resilient and adaptive to change.

**Strategic objective 6:**

To provide ongoing professional learning and development for all staff that fosters innovation and ensures a productive and appropriate balance between organisational and role specific goals and aspirations

We will achieve this by:

- Developing and implementing staff development opportunities which are closely aligned to the strategic plan and associated workforce development priorities;
- Developing opportunities for leadership of cross-college initiatives at all levels within the organisation;
- Promoting development opportunities through interaction with the wider partnership and external stakeholders;
- Developing a digital skills framework, including role specific training needs assessment and development
- Supporting staff in developing their research and scholarly activity.

**Performance Indicators**

<b>PI</b>	<b>TARGET</b>
Diversity Profile of Staff in light of local and national demographic	Profile of our staff reflects the profile of our community.
Diversity Profile of Students in light of local and national demographic	Profile of our students reflects the profile of our community.
Proportion of staff with a recognised teaching qualification	95% of all permanent staff have a teaching qualification or are working towards a teaching qualification.
Proportion of Staff with a Post Graduate Qualification at SCQF level 10 or above	100% of staff delivering undergraduate degree programmes.

Proportion of Managers with a recognised Management Qualification	95% of all managers have a recognised management qualification or are working towards one.
Average number of CPD hours per member of staff	Full time staff record a minimum of 42 hours per annum, pro rata for part time staff.
Proportion of all staff completed PDR	100% of all staff have a PDR once a year.
Absence	3%

### Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

<b>Strategic Aim</b>
<p><b>Curriculum</b></p> <p>We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.</p>
<p><b>Professional Practice</b></p> <p>Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.</p>
<p><b>Organisational Development</b></p> <p>As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.</p>