

Board Meeting

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| Date of Meeting     | Monday 1 June 2015                             |
| Paper Title         | College Staff Surveys                          |
| Agenda Item         | 10   |
| Paper Number        | BM5-G  |
| Responsible Officer | Paul Little, Principal City of Glasgow College |
| Status              | Disclosable                                    |
| Action              | For Information                                |

**1. Report Purpose**

- 1.1** To provide an overview of the work undertaken by the Glasgow Colleges to seek staff feedback on a wide range of issues via staff surveys.

**2. Recommendations**

- 2.1** Glasgow Colleges' Regional Board is asked to note this paper.

**3. Background**

- 3.1** All colleges regularly undertake staff surveys of one type or another to gauge staff feedback on a range of work related areas. Each of the three Glasgow Colleges has undertaken a staff survey over the last year. Different types of approaches have been employed. City of Glasgow College and Glasgow Kelvin College carried surveys based on Health & Safety Executive documentation. Glasgow Clyde College for the first time employed an external company 'Enhancing Surveys' to administer their staff survey. This means that any direct comparison between college results is not possible.

**3.2 City of Glasgow College**

All staff were surveyed in September and October 2014 in two distinct parts.

Part 1 considered:

- Communications;
- Culture Management;
- Training & Development;

- My Job; and
- Diversity & Equality.

50 % of staff responded, this part will be issued annually to staff.

Part 2 considered:

- Policies & Procedures;
- Occupational Health; and
- Mental Health & Well Being.

32% of staff responded and this part has a direct linkage to the retention of Healthy Working Lives Gold Award and the HSE Stress Management Standards and is issued every 3 years.

Results of both parts of the survey overlapped and highlighted the key areas the college should improve and develop as:

- Communication;
- Health & Well Being;
- Employee Recognition; and
- Introduction of a Staff Association.

Focus groups were convened throughout February and March 2015 to allow all staff to participate and give their thoughts and comments on areas highlighted that could be improved. The Change, Culture & Communication Group meets monthly and will continue to push forward improvements in these areas.

### **3.3 Glasgow Kelvin College**

Glasgow Kelvin College undertook a Health and Safety Executive Stress (HSE) Survey as part of its commitment to creating a culture which promotes the health and wellbeing of staff. The survey was completed by 376 (59%) members of staff. The results were considered at the Human Resources Committee held on 4 February 2015 and a further results and action paper will be presented at the next meeting on Wednesday 20<sup>th</sup> May 2015.

The HSE survey conducted considers six stressors. These include:

- Demands;
- Control;
- Support - Management and Peer ;
- Relationships;
- Role; and
- Change

The main areas identified by the survey which required further exploration by the College related to Change, Demand and Control. However it was to be expected that change would be highlighted as a stressor given the recent merger and the forthcoming potential changes within the Glasgow Region.

The College's Health and Wellbeing Workgroup considered the findings of the HSE Survey and sought to identify what arrangements or processes the College currently had in place and if there were any additional areas that required to be developed. The group considered each of these areas and sought to identify the arrangements (process, systems and procedures) put in place to the actions taken which seek to address these issues in the immediate, medium and longer term, these are contained in appendix 2.

It has been agreed with staff representatives that the Health and Safety Executive Stress (HSE) Survey will be conducted on an annual basis to enable the College to monitor and evaluate the impact of the systems and processes in place, the actions taken and the impact of its approach to creating a culture which supports the health and wellbeing of its staff.

The College is currently working in partnership with its recognised Trade Union representatives to develop a Health and Wellbeing Policy for Glasgow Kelvin College. The Policy will be presented at a future meeting of the Human Resources Committee.

### **3.4 Glasgow Clyde College**

Glasgow Clyde College carried out an external Employee Engagement survey in February 2015, administered by Enhancing Surveys, with the results becoming available in late March 2015. There was a 59% return rate. The College established a Task & Finish Group made up of Board of Management, union and senior management representatives to jointly review the survey results and oversee action to address issues raised. This group is in place until the end of June following which the Organisational Development Committee of the Board of Management will take full responsibility for monitoring progress against the action plan created. The Organisational Development Committee had an update on progress to date at its meeting on 14<sup>th</sup> May 2015.

The main areas consistently identified by the survey as having weak levels of engagement and where there was a strong need for action were:

- Job security
- Issues related to workload and associated stress
- The change process – how managed and explained
- Information on what other areas are doing
- Initial training for new employees

A union and senior management sub group is now in place to confirm the College wide priority areas for improvement and the associated actions to be taken. This will be completed by the end of June 2015. One of the priorities already discussed and where action is planned is in response to feedback in relation to bullying and harassment, which while not identified as an issue via the engagement score, has been agreed as an area for action given the College's stated commitment to zero tolerance on bullying and harassment. Examples were stated across between staff, across staff and students. There will also be dissemination sessions and discussion of results at Faculty and Unit level to develop local improvement plans.

#### **4. Discussion**

**4.1** Wherever possible, GCRB should seek to add value to the work of the assigned colleges across the region. The Board may therefore wish to consider:

- how learning can be shared across the three colleges as they take forward their individual actions plans; and
- the extent to which one or more of the Board's committees might have a role in supporting such activity.

#### **5. Risk Analysis**

**5.1** All actions taken to address any issues raised by Staff Survey feedback and effect improvements will act to mitigate against any long term staff concerns.

#### **6. Legal Implications**

**6.1** There are no legal implications raised by this paper.

#### **7. Financial Implications**

**7.1** It may be that certain actions agreed as a result of staff feedback may require a College to commit additional resources. This would vary from action to action.