

Board of Management

Date of Meeting	Wednesday 15 January 2020
Paper No.	SSEC2-F
Agenda Item	5.2
Subject of Paper	Organisational Development Update
FOISA Status	Disclosable
Primary Contact	Douglas Dickson, Performance and Improvement Director
Date of production	7th January 2020
Action	Discussion

1. Recommendations

The Board note and discuss the relevant OD developments

2. Purpose of Paper

This paper provides an overview on Organisational Development's workplan during the academic year to date.

3. Strategic Context and Key Points

3.1. ONE CITY

Based on feedback from participants the ONE CITY format was adapted to incorporate proceedings on a biannual basis. Activities were organised in June 2019 which focused on engagement and wellbeing and provided a range of innovative workshops, talks and presentations during the week of the 19th to 23rd August 2019.

Over 50 sessions, hosted by 20 different facilitators were offered across the course of the ONE CITY week. 77 percent of staff surveyed rated ONE CITY as 8 out of 10 in terms of quality and relevance.

One key feature of this adapted format was a series of keynote talks from the Principal in which he outlined plans and aspirations for the year ahead and emphasised the need to focus on three key issues of strategic importance; student attainment, retention and positive articulation.

3.2. TQFE

This year the College is sponsoring 39 colleagues through the Teaching Qualification in Further Education (TQFE) Programme with a new delivery partner University of Aberdeen.

It is anticipated that this new and exciting Partnership will help us realise a number of our strategic priorities through the development of our people.

The University of Aberdeen TQFE programme is designed around a collaborative inquiry model which requires the TQFE participants to work in small action inquiry groups focused on relevant curriculum matters identified by the groups themselves.

To ensure that staff are well supported in their studies OD has recruited two part time Lecturers. Our Lecturers support TQFE programme delivery and wider curriculum developments such as enhancing academic integration and development of innovative teaching practice.

3.3 Development Conversations

OD successfully piloted Development Conversations, which Development Conversations emerged from a collaborative process of inquiry which confirmed that the previous Personal Development Review (PDR) Scheme did not satisfy our needs or aspirations needed to be refreshed.

Development Conversations incorporates both self-managed and experiential workplace learning methodologies. This increases the level of individual influence staff members have for their own development and commitment toward objectives which are aligned to strategic priorities. This, normally means individuals become engaged in meaningful learning that can be easily transferred to practice.

Engaging in regular Development Conversations enables staff to identify, discuss and agree professional learning and development goals with their line manager. Development Conversations enables a continuous review of incremental developments through an iterative process of dialogue. Staff must engage in at least one Development Conversation each year as a minimum.

Development Conversations is also designed to engage teams in collaborative approaches to developing plans and decision making which helps promote a wider culture of dialogue and inclusivity.

Development Conversations was developed through a process of consultation and is the successor scheme to Personal Development Review. Development Conversations was promoted during ONE CITY. The formal launch was delayed due to NWPA considerations.

3.4. Henderson and Loggie Audit

Organisational Development were audited by Henderson and Loggie auditors in August 2019 and received a Good level of assurance, which is the highest possible level that can be achieved across all criteria audited.

3.5. City Leadership Development Let Leaders Flourish

Approximately 100 managers from across the College gathered in October 2019 where Organisational development presented an alternative approach to development which was focused on ways to transform our college to let learning to flourish.

Building on the previous ONE CITY keynote, the Principal outlined to the group that to lead successfully within today's ever-more complex world requires collective leadership. Essentially this means practicing new ways of operating at a personal, team and organisational level. The need to move away from individualistic styles and

perceived silo working mentalities to embrace collective approaches toward leadership and change was recognised.

Using a range of 'dialogic' or 'conversational' techniques the management group were invited to consider how performance improvements and collective flourishing can be realised through the experience of working on collaborative change initiatives.

A number of collaborative change initiatives were identified through this process and groups have self-organised and committed to action in developing these.

Next stage plans involve taking conversations wider and inviting colleagues across the College to help create a culture of dialogue, inclusivity and collective leadership which will inform our next stage development as a college.

3.6. Enhanced Qualifications

The College continues to support a range of colleagues advance their professional practice through the enhancement of qualification scheme. 16 new applicants and 7 continuing applicants are being supported through a range of under graduate, post graduate, Masters and doctorate Level qualification programmes which are aligned to the College Purpose, Way and strategic priorities around tDAP.

3.7 ELT/SMT Development

OD partnered with Roffey Park, a management school which provides world class executive leadership training. The aims of this work was to build a more collective, strategic leadership approach and also explore a development programme which would assist ELT/SMT in taking the College's strategic ambitions forward.

Initial proposals around utilising the Clear Leadership self managed programme are currently being shaped.

3.8. Ongoing Staff Development

Organisational Development continues to provide multifarious levels of support to colleagues across the broad spectrum of people development.

Key highlights include:

- An enhanced and refreshed digital employee integration programme has been successfully implemented
- An enhanced Staff Resource Centre on My City
- A range of Mental Health and Wellbeing programmes being offered

- A number of colleagues being supported to attend Conference, Seminar and Symposia events
- Ongoing leadership and management development

Future developments in this regard include increasing the range of On Demand, Micro and Spaced Learning elements accessible to our staff to meet the learning in the flow of work needs of the modern worker.

3.9. Health and Wellbeing

OD has been involved in the co-construction of a robust health and wellbeing agenda in collaboration with colleagues and students across the College.

Informed by the outcome of a 'pulse survey' the College has borrowed from Gallup's Health-ways Wellbeing Index and aligned its Health and Wellbeing agenda to the following themes:

- **Purpose:** Our initiatives and interventions align with our Strategic Purpose
- **Social:** Promoting social connectedness to reduce feelings of loneliness and social isolation
- **Community:** Enhancing the sense of community and belonging
- **Mental:** Creating an environment that is supportive of both flourishing and poor mental health
- **Physical:** Provision of a safe working environment which incorporates a comprehensive physical activity programme
- **Financial:** Providing guidance, advice and support and raising awareness of incentives and benefits.

Examples of recent initiatives offered to ALL staff recently include:

- **Purpose:** Let Leaders Flourish 'Open Space'
- **Social:** "Now yir Talking" Language classes (French, Spanish, German, Italian), DIY SoS - construction skills classes, Cookery Classes - Italian and Healthy Cooking on a Budget. Socialisation is enabled through skill development
- **Community:** Learning communities, action learning sets, teach meets - designed to promote communities of practice, purpose and interest.
- **Mental:** Mindfulness, Yoga, Emotional Intelligence, Resilience for Leaders, Mental Health Awareness for Leaders, Dealing with Challenging Behaviour, General Personality Disorders Mental Health First Aid
- **Physical:** Provision of a safe working environment and incorporation of a comprehensive physical activity programme, walking groups and cycle to work scheme.

- **Financial:** Pensions Advice Workshops, Money Matters Workshops, Cycle to Work Scheme, Cooking on a Budget

The College has also partnered with Dr Anna James a mental health specialist to deliver a range of workshops aimed at targeted groups of general staff, managers and lecturers as well as take 10 staff through a mental health training for trainer programme. The College is also collaborating with Dr. James on the development of a suite of e-learning modules, the first of which is currently being tested.

4. Impact and Implications

The activities of OD within the current budget mitigate against the risk of developing staff in line with national agreements and developing relevant managers in line with the College's performance and strategic aspirations.

There are no additional financial implications or impacts associated with this paper.

Organisational Development Dashboard

CPD Hours
6772.5
 During 2018/19

37 TQFE participants
 supported during 2019/20

24
Enhanced Qualifications
 SUPPORTED 2019/20

293
 VIEWS OF STAFF
 INTEGRATION GUIDE

Staff undertaking development in Europe - Travel destinations

- Amsterdam – 40%
- Venice – 40%
- Lisbon – 20%

ONE CITY 2019
 5 days / 50+ sessions

77% Most survey respondents rated One City 8/10 or higher

"How useful did you find the College Welcome?"

Useful/Extremely Useful 75%

Somewhat Useful 25%

COLLEGE WELCOME
 (May – Nov 2019)

30 Participants | **5** Events

Staff Development – UK Travel

- London 37%
- Birmingham/Manchester/Liverpool 21%
- Edinburgh 11%
- Dundee/Perth 8%

Health & Wellbeing Programme

Activities include: Cookery, Carpentry, Health-MOTs, Power-circuits, Emotional-Intelligence, German, Plastering, Yoga, Painting, Mental-Health, Mindfulness, Menopause, Spin, Wallpapering, Spanish, Italian, French, Joinery, Metafit.

"Would you recommend the Staff Integration Guide to other new staff?"

Maybe 19% | Definitely 81%