

Glasgow Kelvin College

Board of Management

Finance and Resources Committee – 20 September 2022

Human Resource Management Update

Report by Director of People and Culture

1. Introduction

The purpose of this paper is to provide members with an update on Human Resource Management matters in relation to the following areas:

- 2.0 People and Culture Services
- 3.0 Employment Relations
- 4.0 Tender for External Service Providers

2. People and Culture Services

Members will be aware that as part of the College investing in transformation and renewal exercise, three areas were incorporated into the remit of the Human Resource Management (HRM) function. Roles were created to lead on these areas, outlined below:

- Organisational Development
- Equality and Inclusion
- Wellbeing and Engagement (fixed-term)

In recognition that the Human Resource (HR) service has evolved the Department will now be known as People and Culture.

This title reflects the enhanced service being delivered which aims to provide a more progressive approach to managing people.

People and Culture recognises that the service goes beyond HR, it is more holistic, with a focus on staff, and not simply policies and procedures. Ensuring compliance with employment legislation and managing risk in this area remains extremely important, however, we recognise that our people are our most valuable asset and are key to maximising the College's organisational performance.

Working in partnership with management and staff, the Service will continue to create a positive work environment, with a people focused approach through human resource management, payroll, organisational development, equality and inclusion and wellbeing and engagement, People and Culture better reflects the remit of the service.

People and Culture Services incorporates:

- Human Resource Management (HRM)
- Payroll
- Organisational Development
- Equality and Inclusion
- Wellbeing and Engagement

3. Employment Relations

The purpose of this section is to provide members with an update on employment relations in terms of both National Collective Bargaining and local matters between the College and its recognised trade unions, EIS-FELA and Unison.

3.1 National

EIS-FELA

Members will be aware the pay claim for 2021-22 has now been settled, with the EIS-FELA, with a consolidated pay award of £1,000 for all promoted and non-promoted teaching staff effective from 01 September 2021. Teaching staff received the award in their July 2022 salary.

A pay claim for 2022-23 was submitted by EIS-FELA to College Employers Scotland on 17 August 2022. A meeting of the National Joint Negotiating Team will take place 22 September 2022, after which the FE Sector will be receive an update on progress of negotiations.

The EIS submitted a Freedom of Information request, seeking details relating to senior staff pay/bonuses in 2021-22. The College has responded accordingly.

Unison

Members will be aware that similar to the EIS-FELA, Unison also settled their pay claim with a consolidated pay award of £1,000 on each scale point effective from 01 September 2021. Support staff received the award in their July 2022 salary.

In addition to the pay award, the agreement reached with Unison also included the following:

- **Four-day Working Week:** a commitment to establish a working group, consisting of both the employers and support staff side. The group will agree a Terms of Reference and Remit which will

include the group researching the four-day working week under pilot and at least one college. A full assessment of the success of the pilot with lessons learned will also take place before consideration of wider implementation.

- **Terms and conditions working group:** a commitment to agree a programme of work, with a mechanism in place for monitoring progress, to ensure outstanding and new matters are concluded by an anticipated date of July 2023.
- **Homeworking:** the established subgroup of the Terms and Conditions Working Group will continue its consideration of Homeworking following the completion of an initial report on current practice in the sector.

The College has in place a Hybrid Working Model which provides staff with the opportunity to agree with their line manager an informal arrangement which enables them to work from home. The impact of hybrid working on students and service delivery will be monitored by the College and assessed at the end of the academic year.

- **Support staff - Career Development Activity:** support staff will receive a guaranteed 14 hours per academic year for a new career development activity, for self-directed career development planning and research. This time can be used either within a whole block or over a period of time in the academic year. The timing of these hours is to be agreed in advance with the manager and the staff member is required to provide a report on the use of this time.

Members will be aware that the College offers a comprehensive programme of staff development activities each academic year to all staff. It also has several processes in place to support staff with their professional development, either associated with their current role or to prepare for a future role (Professional Development Fund and Learning and Development Fund).

The development and implementation of the GKC Learning Academy, (the detail of this is covered in a separate paper) will aim to enhance the professional and personal development of staff.

- **Green travel:** all colleges are required to offer a UK cycle to work scheme and introduce a £0.20p per mile expenses rate for travel between campuses.

Members may recall that the College currently offers all staff access to a cycle to work scheme. The College complies with the HMRC mileage rate, and this is currently £0.20p per mile for cycles.

At the time of writing this report the support staff union had not submitted a pay claim for 2022-23.

National Policy Development

Members will be aware that several policies were included within the scope of the National Recognition and Procedures Agreement (NRPA) for negotiation with the Unions at the National Joint Negotiating Committee (NJNC).

The National Policy Working Group, consisting of management and staff side representatives recently developed and agreed a Menopause Policy. This document has now been agreed by all parties and will be launched Nationally in due course.

The next policy to be negotiated is the Grievance Policy. A meeting of the Policy Working Group is scheduled for 06 October 2022 with a series of meetings arranged for the remainder of the academic year.

3.2 Local Employment Relations

Members will be aware that the College and both its recognised Trade unions meet in accordance with an agreed schedule through its Joint Negotiating/Consultation Committees (JN/CC).

The College and its recognised Trade Unions continue to work together and have positive working relationships.

This academic year two meetings have taken place with the EIS-FELA to date, one formal and one informal. Unison have postponed the first JNCC of the session on two occasions, however the College is optimistic that a meeting will take place in the near future.

The College has entered consultation with Unison on the staffing structure of its Student Information Services Team. Discussions are ongoing, however it is anticipated that consultation will be concluded by the end of October 2022.

3.3 Discipline and Grievance

Members will recall that the College reported at the last Finance and Resources Committee meeting that one disciplinary case and one

grievance case were being managed. Both cases had progressed to an appeal stage.

In relation to the disciplinary, the appeal against the College's decision to dismiss was withdrawn by the employee.

The Grievance Stage One Appeal has been concluded. The Appeal was not upheld. The employee has now submitted a Grievance Stage Two Appeal. The meeting proposed was postponed at the request of the Trade Union representative and will be rearranged in due course.

3.4 National Job Evaluation

Stage Two (Job Evaluation) of the project is nearing completion. The final quality assurance checks on the score for roles, that fall within the scope of the project, across all 22 colleges is currently being undertaken. These checks have taken longer than initially anticipated. The next stage is to present the outcomes from the National job evaluation process to each individual college HR Department for final feedback before these are presented to the National Joint Negotiating Committee (NJNC) Job Evaluation Working Group and subsequently to the full NJNC for ratification.

Stage Three (development of pay and grading options) has made little progress as a robust set of job evaluation outcomes is required to undertake actual pay modelling. The Pay Working Group has however continued to meet regularly. It has undertaken a full review of previously gathered pay data with individual colleges to verify this and ensure modelling work can commence as early as possible once the outcomes for the evaluation process are known.

4. Tender for External Service Providers

Members will be aware that the College procures the support of external service providers to support the specific operation of HRM areas.

The College is currently undertaking two tender exercises. One relates to the provision of legal advice associated with employment law matters and the other relates to Occupational Health services to support the management of workplace occupational health and attendance management.

An update report on the outcome of the tender exercise will be provided at the next Finance and Resources Committee meeting.

5. Resources Implications

There is a resource implication identified as a result of this report associated with the cost of funding any future Nationally negotiated pay awards which exceed that offered by the Public Sector Pay Policy and with National Job Evaluation.

6. Equalities

There are no equality implications identified as a result of this report.

7. Risk and Assurance

The cost of the pay awards will result in further cost pressures and may require further savings to be made.

8. Data Protection

No data protection issues have been identified as a result of this report.

9. Recommendations

Members of the Finance and Resources Committee are recommended to:

- i) note the content of this report; and
- ii) note that an update on the procurement of Legal Services and Occupational Health Services will be presented to a future Finance and Resources Committee.

10. Further Information

Further information on the content of this report can be obtained from Doreen Shiels, Director of People and Culture Services (dshiels@glasgowkelvin.ac.uk).