

Glasgow Kelvin College

Board of Management

Finance and Resources Committee – 20 September 2022

Organisational Learning and Development Update

Report by Director of People and Culture & Organisational Development Lead

1. Introduction

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

- 2.0 GKC Learning Academy
- 3.0 Themed Months
- 4.0 Professional Development Review
- 5.0 Professional Development Fund
- 6.0 GTCs Revalidation

2. GKC Learning Academy

The College recognises its core strength is its people. Professional learning and development to support staff fulfil their potential is therefore crucial for it to achieve its strategic ambitions, objectives and organisational success for its students and the communities it serves.

The creation of a Glasgow Kelvin College (GKC) learning Academy aims to provide the foundation to the delivery of the College's commitment of investing in the professional and personal development of its staff. Through the Academy the College will drive its commitment to inspire a culture of innovation, collaboration, inclusion, and teamwork to deliver excellence and realise ambition through its people.

The GKC Learning Academy will consist of:

- a digital platform which will bring together all existing professional learning and development resources, materials, and activities. It will also enable the College to launch new initiatives.
- a physical space dedicated to the professional learning and development of staff. The space will be specifically designed to host the GKC Learning Academy and will be key to raising the profile of professional learning and development in the College to create a culture that fosters a passion for learning, creativity, and ambition for individual and organisational growth.

An area has been identified at the Springburn Campus for this facility and digital and IT equipment has been purchased. Costs for the development of the space are currently being sought and the intention is to submit a bid to the Arm's Length Foundation in due course to support development of this space.

It is proposed that the Learning Academy consist of four key elements:

- Inspiring Development (Staff Development Days, OD Funds, Staff Induction etc.)
- Inspiring Leadership (Line Manager Training Programme, Leadership courses etc.)
- Inspiring Professionalism (PDR, recording/reflecting on CPD, industry placements)
- Inspiring Teaching (TQFE Journey, Professional Standards, Observation of Learning etc.)

Further detail about the GKC Learning Academy is detailed in **Appendix 1**.

The concept for the GKC Learning Academy will be developed further in collaboration with staff, Trade Union colleagues and management to create a two-year implementation plan.

3. Professional Learning and Development - Themed Months

To promote a culture of continuous professional development and support the implementation of the GKC Learning Academy, the College will deliver themed professional development activities and events each month.

A themed approach is aimed at enabling wider engagement across the support and academic staff in professional development activities. It will assist the College and staff transition to a culture of continuous professional dialogue, encouraging staff to take ownership of their own learning and development. The content of the themes will be developed in consultation with management and staff to ensure that they meet the ongoing needs of staff.

The College will continue to deliver its three staff conference days throughout the year, during which colleagues will have the opportunity to network and continue to share good practice.

4. Professional Development Review Process

In consultation with staff and recognised Trade Unions, the College made a few minor changes to the Professional Development Review (PDR) process.

The changes sought to empower individual staff to take responsibility for their own professional learning and development, and to increase awareness of the

wide range of activities which are regarded as contributing to the professional learning and development of an individual.

The PDR process was simplified and focused on three main steps:

- the preparation;
- the conversation; and
- the action plan.

Video guidance was shared with line managers and staff, with the preparation and action plan forms hosted online.

The process was launched on Monday 28 March with the deadlines for staff as follows:

- Support Staff: Friday 22 July
- Teaching Staff: Friday 30 September

It should be noted that the strike action which occurred in April to June 2022 had an impact on the process. As of 08 September, 56% of PDR preparation forms have been returned by line managers and 42% of PDR action plans have been returned by staff. Progress continues to be monitored.

Moving forward, the College is working in collaboration with staff, management, and Trade Union colleagues to foster a culture that encourages ongoing and open dialogue about professional learning.

The process encourages:

- staff to engage in sustained professional learning experiences;
- self-evaluation;
- frequent conversations between the staff member and their manager about their development.

The annual PDR will be amended to streamline the process and will consist of a professional dialogue and summary of the self-reflection and learning of the staff member to produce an agreed action plan for further professional development.

4.1 Professional Learning Log

To facilitate self-evaluation and recording of professional learning and development activities, the College is currently developing a Professional Learning Log (PLL). A template for teaching staff and one

for support staff has been prepared and will be shared with staff and Trade Union colleagues for consultation.

The consultation exercise will introduce staff to the concept of maintaining a PLL and feedback will help shape the final template and process.

The PLL approach mirrors the requirements of the General Teaching Council Scotland (GTCs) to support teaching staff with the recording of information on the MyPL platform. The College PLL provides useful links for teaching staff to support self-evaluation, for example a link to the Professional Standards for Lecturers. The information recorded on the PLL can be uploaded onto the GTCs MyPI site.

5. Professional Development Fund

Members will recall that as part of the College's commitment to supporting the professional learning and development of all staff, it may provide funding to enable individuals to bid for support to undertake certificated programmes. An element of the overall budget for learning and development is set aside for this purpose. The Professional Development Fund (PDF) is set at £5,000 per year. This fund aims to support staff to enhance their skills and knowledge in their role or enhance their career development.

Individual members of staff were invited to apply for support from the PDF. The deadline for applications was Wednesday 17 August 2022. The College received 23 applications in total. This is the highest number of applications that the fund has received to date.

The assessment of applications is carried out by a Steering Group, established in accordance with the associated procedure for managing the PDF. The Group met and assessed each application. A total of £4,239 of the £5000 budget was allocated to support 13 members of staff. Of the remaining applicants, 2 applicants withdrew after being awarded funding, 3 applicants were funded through the Learning and Development Fund and 5 applications were rejected as they did not meet the criteria, or the cost was too significant. Both the PDF and the Learning and Development Fund (which manages staff requests for ad hoc requests for conferences, training activities, etc) have now been revised and updated and an online application process implemented.

6. General Teaching Council Scotland (GTCs) – Revalidation

Members will be aware that the General Teaching Council Scotland (GTCs) undertakes a quality assurance check to support Professional Update for teachers and college lecturers.

The College is due to undergo GTCs revalidation and preparations have already commenced. Re-validation for the College is scheduled for November 2022.

The revalidation consists of two parts:

- Part 1 - A nominated GTCs Senior Education Officer and relevant college senior manager with responsibility for Professional Update will meet to examine documentation and processes and to agree that the criteria listed in the Appendix have been covered.
- Part 2 – A GTCs revalidation panel will look at the college's processes by examining documentation and visit the college to hold a revalidation event. At that visit, the panel will meet with college leaders, promoted staff and college lecturers. From the evidence gathered, the panel will decide to what extent the criteria for Professional Update are still being met and will also review to what extent the college has identified the necessary requirements to support quality assurance. The panel may then decide to revalidate fully or with conditions.

From the evidence gathered, the panel will report on its findings, highlighting strengths, areas where recommended action should be considered and setting conditions where the panel feel key aspects of the revalidation criteria still need to be addressed.

An update on the outcome of the College GTCs revalidation will be brought to a future meeting of the Finance and Resources Committee.

7. Resources Implications

There is a resource implication identified as a result of this report associated with the cost of creating the physical space for the GKC Learning Academy. It should be noted that a bid to the Arm's Length Foundation for the development of this space is expected be submitted once costs are established.

8. Equalities

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

9. Risk and Assurance

There are no risk and assurance implications identified as a result of this report.

10. Data Protection

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

11. 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 outcome of GTCs re-validation will be provided at a future meeting of the Finance and Resources Committee.

12. Further Information

Further information on the content of this report can be obtained from Daniel Mitchell, Organisational Development Lead (dmitchell@glasgowkelving.ac.uk) or Doreen Shiels, Director of People and Culture Services (dshiels@glasgowkelvin.ac.uk).



Glasgow Kelvin College Learning Academy

Inspiring our staff to fulfil their potential and meet their career aspirations

What is the Learning Academy?

The core strength of our College is its people. Professional learning and development to support staff fulfil their potential is therefore crucial to the College for it to achieve its ambitions, strategic objectives and organisational success for our students and the communities we serve.

The creation of the Glasgow Kelvin College Learning Academy will help us to deliver our commitment of investing in the professional and personal development of our staff. It will drive our commitment to inspire a culture of innovation, collaboration, inclusion, and teamwork to deliver excellence and realise ambition through our people.

We propose that our Learning Academy consist of four key elements:

- Inspiring Development
- Inspiring Leadership
- Inspiring Professionalism
- Inspiring Teaching

The Learning Academy will provide us with a platform that brings together all existing professional learning and development activities and enable us to launch new initiatives for the benefit of our staff and students. The Learning Academy will continue to evolve and provides a framework for us to further develop our workforce of effective professionals, with a depth of skills, competencies, and expertise to satisfy their individual needs and that of the College.

The Learning Academy will be physically located within a suitable space dedicated to professional learning and development. An area has been identified at our Springburn Campus for this facility. In addition to a physical space our intranet will have a dedicated site, where professional learning and development will be supported by a suite of digital resources. Engaging our people on the plans for our Learning Academy and gathering their feedback is now our immediate priority.

What are the objectives?

The Learning Academy initiative will contribute to the achievement of our three ambitions outlined within the College Strategy 2022-2027.

This initiative will drive progress towards building an organisation that thrives with inspired, dynamic, and empowered people. This ethos is also embodied throughout the People Strategy 2021-2026, and the Learning Academy will play a key role in helping us to achieve its inter-related strategic objectives of attracting, developing, and retaining staff. Essentially, the Learning Academy will enable us to invest in our people and support them to fulfil their potential. This, in turn, will play a significant role in providing an excellent learner journey for all our students.

By establishing the Glasgow Kelvin College Learning Academy, we will aim to:

1. Upskill the capacity of our people by advocating for lifelong learning and by providing high-quality opportunities to participate in continuous personal and professional development.
2. Enhance the quality of our teaching and learning we provide to our learners.
3. Create a culture that fosters a passion for learning, creativity, and ambition for individual and organisational growth.



What will each area involve?

1. Inspiring Development

We will:

Invest in the personal and professional development of our people and inspire them to take responsibility for their own learning, ensuring that they have the confidence to excel in their roles and contribute to the development of their department, the College, and their own career journey.

This element will include: *themed staff training events; staff development days; financial support for staff and the staff induction process.*

2. Inspiring Leadership

We will:

Develop and encourage our people to become exceptional managers and leaders. Our managers will help us to create a culture which motivates and equips others to contribute towards organisational success; deliver effective workforce planning and help us to build, develop, and nurture a multi-skilled workforce.

This element will include: *line management development to prepare our future and current managers to take on this role effectively; dedicated leadership courses (a course for emerging leaders and accredited L & M programme); mentoring and coaching schemes (including reverse mentoring); opportunities for organisation transformation.*

3. Inspiring Professionalism

We will:

Support the personal and professional development of our people by fostering a culture that encourages (1) ongoing and open dialogue about professional and personal learning (2) maintaining and updating knowledge, skills, and qualifications, and (3) sharing of best practice internally and externally.

This element will include: the *Professional Development Review*; *professional dialogue around learning and development*; *an online CPD log to encourage self-reflection and record learning which compliments MyPL*; *sharing best practice*; *external collaboration (i.e., participation within professional bodies) and industrial placements*.

4. Inspiring Teaching

We will:

Create a teaching community which supports the development and inspires one another to deliver high-quality, engaging, and innovative learning opportunities for our students. Our teacher training pathway will ensure all of our teaching staff are qualified, regardless of contract status.

This element will include: *pre-TQFE activities (i.e., such as the PDA and the L&D units); funding and support for those studying the TQFE; post-TQFE activities (i.e., such as a buddy system; industrial placements; sharing of good practice); peer observations and alignment to the Professional Standards in our approach*.

5. Digital Resources

We will:

Maximise opportunities for flexibility and to make the best use of new digital approaches, the Learning Academy will be supported by College Teams working in collaboration to provide a suite of resources within an online learning hub including IT and Digital Services, Library Services, Quality Enhancement and People and Culture. Working in collaboration we will bring together expertise in digital design, academic development, learning technology and information science to enhance learning and teaching at our College.

We will encourage and facilitate our people to embrace new innovations and digital technologies that will enhance service delivery for our learners and communities and provide effective working practices.

We will provide resources such as: 'how to' videos in terms of learning new technologies; recordings of internal CPD events; more 'bitesize' learning via podcasts and screencasts; access to a library of training; links to further digital resources such as WorkRite, the Blended Learning Consortium, and ClickView etc. We aim to further support the learning hub by developing a new Learning Management System that would provide additional learning content for staff on a range of diverse topics to support their ongoing professional and personal learning.

6. Physical Space – Springburn Campus

We will:

Provide a physical presence at the College, with a space specifically designed host The Learning Academy this will be located at our Springburn campus. This space will be key to raising the profile of professional learning and development at the College and creating a culture that fosters a passion for learning, creativity, and ambition for individual and organisational growth. It will deliver multiple learning pathways to suit the learning style and needs of all staff to support their personal and professional development and career aspirations.

Ideas for the use of this space include:

- A digital training area for staff to experiment with/try out new and existing technology.
- A flexible training space that would be used for hybrid staff training events.
- 1:1 learning/meeting pods to facilitate confidential conversations; hold development discussions and/or demonstrations; mentoring and coaching sessions; a quiet space for staff to record podcasts, screencasts, videos; experience scenario-based learning; reflect and update their CPD log or MyPI; carry out research or study.
- Office space for staff who facilitate and support learning and development for all staff to access.



Consultation

Session 2022/23 we will:

- Involve our people in the development of The Learning Academy to ensure it meets the needs of the individual, Team, Department and the College.
- Progress the development of both the physical and digital resources.
- Further develop content, processes and systems to design and deliver the ideal learning experience for our people.
- Measure, evaluate and improve our approach to establish the success of The Learning Academy and to identify areas to excel and improve in terms of content, delivery and design.

Recommendations

SMT are recommended to:

- Provide feedback on the concept of The Learning Academy;
- Endorse the direction of travel outlined and the development of a Learning Academy for Glasgow Kelvin College; and
- Approve the Organisational Development Lead and Director of HR to begin consultation and the initial development of a Glasgow Kelvin Learning Academy.

SMT 12.07.2022

GKC Learning Academy

Inspiring Development

- Themed CPD activities
- Staff Development Days
- Financial support for staff
 - CPD Training Fund
 - Prof Development Fund
- Staff Induction

Inspiring Leadership

- Line Manager Development
- Dedicated leadership courses
 - Emerging Leaders course
 - Accredited L&M programme
- Mentoring/Coaching schemes
- Transformation opportunities

Inspiring Professionalism

- Prof Development review
- Recording and reflecting CPD
 - Online CPD record | MyPL
- Sharing best practice
- External Collaboration
- Industry Placements

Inspiring Teaching

- TQFE Journey
 - Pre-TQFE (L&D Units, PDA)
 - TQFE Qualification
 - Post-TQFE activities
- Professional Standards
- Peer Observations

Digital Resources

Online Learning | Podcasts, Videos & Bitesize sessions | Management Toolkit | Training Library | Professional Development Calendar | Self-reflection CPD log | MyPL

GKC Learning Academy @ Springburn

Digital Training Room | 1:1 pods | Flexible video conferencing space (TBC)

Physical Resources



Glasgow Kelvin College

