

STAFF GOVERNANCE STANDARD FOR FURTHER EDUCATION COLLEGES

Introduction

Staff governance focuses on how College staff are managed and feel they are managed by one of Scotland's largest employers.

The standard cannot be achieved overnight; however, College employers must demonstrate that they are becoming exemplary employers. In order to be able to do this, they will be expected to have systems in place to identify areas that require improvement and to develop action plans that will describe how improvements will be made.

The development and implementation of this Standard demonstrates the proactive approach of trade unions, College employers and the Scottish Executive Enterprise and Lifelong Learning Department to modern employment practices based on the concept of partnership working.

We are determined that all staff across Scotland's Colleges should benefit from the positive changes that this Standard can bring to their working lives. We also recognise that investment in staff is a direct investment in the student learning experience by having staff that are well informed and appropriately trained to influence and deliver services to the best of their ability in modern College settings.

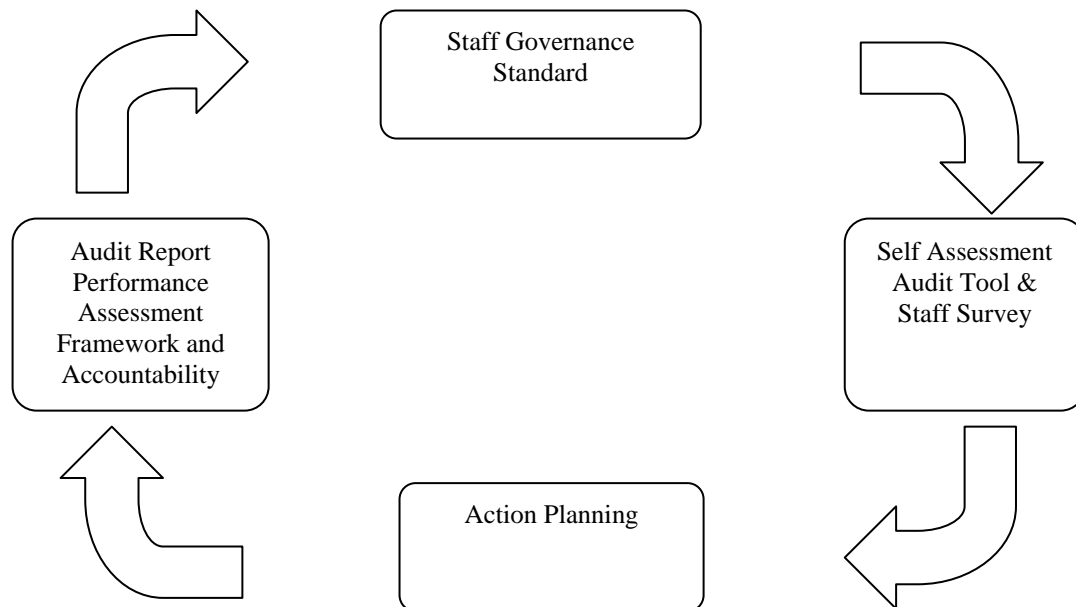
This document sets out:

- The strategic framework surrounding staff governance;
- The definition of staff governance and the specific elements which make up the Staff Governance Standard;
- How the Standard fits with other arrangements for measuring performance across Scotland's Colleges;
- The Self Assessment Audit Tool and examples of evidence which organisations are required to use to assess their progress in relation to the Standard; and
- Roles and responsibilities of all who are involved.

Strategic Framework

Strategic policies, initiatives and agreements in the areas of **occupational health and safety; workforce development and planning, partnership and employment practice** and **pay modernisation** developed in partnership with the trades unions will support College employers to be able to meet the requirements of the Staff Governance Standard.

The process for implementing and monitoring staff governance is illustrated in the diagram below:



In short, staff governance is part of a process which can and should be viewed in the wider context in terms of responsibilities of the individual and the team within an organisation.

Definition of the Staff Governance Standard

Staff Governance is defined as

“a system of corporate accountability for the fair and effective management of all staff.”

The Staff Governance Standard sets out what each College employer must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met, and that all policies and agreement are implemented. In addition to this, the Standard specifies that staff are entitled to be:

- Well informed;
- Appropriately training;
- Involved in decisions which affect them;
- Treated fairly and consistently; and
- Provided with an improved and safe working environment.

Colleges that have fully implemented the Standard will have the following characteristics as a minimum.

1 Well informed

- All staff regularly receive information about their organisation.
- All staff have access to communication channels which offer the opportunity to give and receive feedback on organisational issues at all levels.
- All staff have access to communication systems. (Through time, this will include IT systems and staff will be provided with appropriate training to use them.

2 Appropriately trained

- National education learning and development strategies are fully implemented.
- All have equity of access to training, irrespective of working arrangements or profession.
- Resources, including time and funding, are allocated to meet local training and development needs.

3 Involved in decisions which affect them

- A framework for partnership working exists to enable staff involvement through their trade union representatives. (This may include Area and Local Partnership For a, as appropriate, to reflect local structures).
- Redesign, service development and organisational change are planned in partnership.
- Comprehensive workforce planning is developed in partnership and integrated into redesign, service planning and organisational change and development in line with national workforce strategy.
- All staff have the opportunity to be involved in planning and development decisions that affect them.

4 Treated fairly and consistently

- Best practice HR policies are in place and communicated to staff. (These will include initiatives which promote the management of diversity.)
- Staff can expect security of employment through organisational change and the modernisation of College structures.
- Pay and terms and conditions are applied fairly and equitably and in accordance with the new systems for modernising pay.

5 Provided with an improved and safe working environment

- National occupational health and safety strategies are implemented.
- Resources, including time and funding, are allocated equitably to meet the Health and Safety strategy, agreed and audited annually by the College Health and Safety Committee.
- College premises are fit for purpose, and the personal safety of students and staff is paramount in service design and operation.

Evidence and Monitoring Arrangements

Measurement of organisational success against the elements of the Standard is carried out locally.

Results including action plans are also submitted to the Scottish Further and Higher Education Funding Council (SFC) through the Performance Indicators (PI's).

To measure their performance in relation to the Staff Governance Standard, College employers will be required to conduct the staff survey at pre-agreed intervals. The survey focuses on how staff are managed and feel they are managed. In addition, each year every College employer is required to use the Self Assessment Audit Tool (SAAT) to conduct a review of their progress against the Standard and this will be audited by SFC. The results from the survey and SAAT will then be used to identify areas of concern and to develop action plans that facilitate delivery against the Standard.

Each element of the Standard is assessed in relation to policy, targets and organisational effectiveness. The assessment does not rely on a single form of measurement and local health systems have the flexibility to agree and set their own priorities. Information is submitted within the Performance Indicators in the form of the Staff Governance report which should cover

- The key questions from the staff survey (when undertaken),
- The mandatory statistics contained in the SAAT,
- The organisation's action plan and
- A copy of the SFC's report.

All information received will be used to inform the accountability and governance review process allowing specific issues to be discussed with the stakeholders at the review.

Roles and Responsibilities

1. College Board of Management

The Board of Management must ensure that local partnership agreements are the vehicle through which the staff survey and self assessment audit are carried out to assess organisational performance against the Standard and staff to produce action plans, and feeding back results to staff.

On behalf of the Board of Management the Principal has a key role in the conduct of the survey and SAAT promoting the survey, administering questionnaires, working with managers and staff to produce action plans, and feeding back results to staff.

From the SAAT and staff survey results a Staff Governance Action Plan may be produced as appropriate. These plans are to be submitted to the Board of Management for consideration, which together with nationally agreed initiatives and wider issues across the further education sector should be used to produce a system-wide action plan. In this way, the Board of Management will contribute to the development of the workforce plan and assess the impact of decisions upon the staff

governance agenda, feeding in solutions and proposals as necessary. All of this information is subject to the approval of the Staff Governance Committee.

The specific responsibilities of the Board of Management are to:

- Be involved in issues beyond Human Resources, and take a proactive approach in embedding partnership working at all levels to assist the process of devolved decision-making;
- Be involved in the processing of the Staff Survey and SAAT and the production of associated action plans;
- Put in place any interim measure and monitoring arrangements required between the SAAT and future surveys;
- Submit details of the survey, SAAT and associated action plan to the staff governance committee;
- Be linked into regional planning arrangements for service and workforce development and delivery; and
- Liaise with the Scottish Executive Enterprise and Lifelong Learning Department Forum and provide reports on progress within its area.

2. Staff Governance Committee

The Staff Governance Committee is a standing committee of each FE Board of Management which forms the full governance framework for FE College Boards.

As a minimum, the Staff Governance Committee comprises the Chair of the Board, the Human Resource Director and non-executive director and staff side representative from each operating division or equivalent.

The role of this committee is to support and maintain a culture within the College system where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the system and is built upon partnership and collaboration.

The specific responsibilities of the Staff Governance Committee are to:

- Commission the introduction of structures and processes which ensure that delivery against the Standard is being achieved;
- Monitor and evaluate strategies and implementation plans relating to people management;
- Support any policy amendment, funding or resource submission to achieve the Staff Governance Standard;
- Take responsibility for the timely submission of all data required for the Performance Indicators;
- Monitor pay modernisation processes; and
- Provide a statement of internal control.

3. Executive, Enterprise and Lifelong Learning Department

The specific responsibilities of the ELLD are to:

- Provide feedback reports on staff governance and accountability to the Depute First Minister and Enterprise and Culture Committee.
- Review the College/Sector's performance against the Staff Governance Standard; and
- Participate in any future monitoring that may be required.

4. Audit Scotland

The audit objectives are to validate the staff governance action plans of FE College and to provide independent assurance that:

- The self assessment process is robust;
- The action plan is agreed and credible; and
- The action plan is being delivered (year-on-year).

The auditor will produce a report that sets out the findings from the staff governance audit that these will be included in the performance indicators and will inform the accountability review process. They will also be used to inform the Auditor General's Further Education Overview Report.

Appendix 1: Self Assessment Audit Tool

The Self Assessment Audit Tool sets out the key measures that demonstrate progress towards meeting exemplar employer status.

Systems are required to:

- Produce a response to the prompt and measure;
- Provide mandatory statistics, some of which are key performance indicators. Other mandatory statistics whilst not required for the Performance Indicators, are crucial information that organisations require, to deliver against elements of the staff governance agenda, for example workforce planning;
- Produce a system-wide action plan that identifies system-wide solutions to key issues highlighted through the staff survey and SAAT process; and
- Demonstrate progress against the action plan on an annual basis.

A. Well informed

Indicator: A communication strategy exists which was developed in partnership and identifies actions for implementation, monitoring and evaluation.

Prompt & Measure	Organisational Response
<ul style="list-style-type: none">• Audit of staff is conducted to ascertain what information staff want to receive, in what format and how to feedback• Regular staff meetings take place with management• A system/process is in place to ensure shift workers/part time/evening staff have equal access to information regardless of profession/grade• A system is in place to make available access to electronic communication systems and appropriate training• Systems are in place which ensure that information to and from partnership for a is disseminated to all levels of the organisation	

Mandatory Statistics

Quantitative

Identified staff survey questions

Qualitative

- Communications audit taken place
- Records for those involved in the design implementation and evaluation of the audit including confirmation of a partnership approach
- Minutes from Boards of Management and Staff Governance Committee regarding discussion of communications audit
- Evidence of feedback to staff
- Evidence of associated training
- Evidence of associated actions, review dates and mechanism for review

B. Appropriately Trained

Indicator: adequately resourced Staff Development plans are in place which implement national strategies e.g. Professional Development Awards (PDAs), TQ(FE), Occupational Standards and Occupational Health and Safety. Staff Development plans should reflect the organisation's needs/goals and personal development plan outcomes, promoting a culture of lifelong learning.

Prompt & Measure	Organisational Response
<ul style="list-style-type: none">• All new staff have attended a College induction programme• All staff have a current Personal Development Plan• Training activity records are maintained and monitored• Training resources/budget is allocated and monitored to meet College Learning Plans• Training needs analysis should be carried out annually to inform College Learning Plans• System to ensure all workers have equal access to learning and development regardless of profession/grade	

Mandatory Statistics

Quantitative information

- Numbers of staff with personal development plan

Identified Staff survey questions (appropriately trained)

Qualitative information

A system wide approach to required learning and development interventions

- Organisational process is in place for allocating its training budget to statutory; mandatory; professional and developmental activities
- Board of Management sign-off the College learning plan
- Organisational strategy which aims to ensure that all staff have equity of access to CPD, as defined in the College learning plan
- Mechanism is in place to evaluate the various staff groups levels of uptake of learning and development intervention
- Mechanism is in place to evaluate the impact of learning and development interventions on the delivery of service

C. Involved in Decisions which affect them

Indicator: Partnership arrangements with staff side representatives are in place to ensure meaningful and timeous involvement in all service planning, redesign, policy and resourcing issues.

Prompts/Measures	Response
<p>Partners are involved in:</p> <ul style="list-style-type: none">• Development and monitoring of the staff governance action plan• Design & development of all aspects of the College Strategic Plan• Ensuring the best practice is shared across the area via operating divisions• Identifying system-wide approaches to policy development to support staff governance• Development of Financial Plans• Development and monitoring of the workforce plan• Ensuring a facilities budget is in place & monitored by the Partnership Forum	

Mandatory statistics**Quantitative**

- Staff in post; by head count, whole time equivalent, age, gender, ethnic origin, numbers registered disabled
- Information Statistics Division vacancy returns

Identified Staff Survey Questions

Qualitative

Area of major service change, for example “Pay Modernisation”

- Evidence of staff involvement in the change
- Minutes of meetings detailing membership and progress of working groups
- Partnership Forum Minutes identifying discussion
- Evidence of further communication/consultation regarding the change
- Evidence of awareness raising and training
- Evidence of consideration of wider workforce issues including service planning/service redesign

D. Treated Fairly and Consistently

Indicator: Exemplary people management processes are in place which have been developed in partnership in order to ensure fair and consistent treatment of all staff.

Prompts/Measures	Response
<ul style="list-style-type: none">• Joint training is provided in partnership to facilitate managers and staff side organisations to implement policies• Evidence of a partnership process for the monitoring of policies is in place• The Organisational Change Policy is implemented to ensure consistent and fair treatment of staff during organisational change• Evidence of liaison with other Partnership For a to monitor pay modernisation proposals and other collective agreements	

Mandatory statistics

Quantitative

- Number of disciplinaries that:
 - result in an action, and
 - result in no action taken
- Number of disputes
- Number of grievances that
 - result in an action, and
 - result in no action taken
- Level of staff turnover
- Number of temporary/casual contracts and reasons

Identified staff survey questions

Qualitative

- Evidence of staff involvement in the production of the policy
- Details of awareness raising
- Details of associated joint training
- Evidence of use of the policies
- Details of policy review

E. Providing with An Improved and Safe Working Environment

Indicator: A resourced Occupational Health & Safety Strategy exists which reflects *Towards a Safer and Healthier Workplace* and the needs of the organisation. This will have been developed in partnership and will identify actions for implementation together with monitoring and evaluation criteria.

Prompts/Measures	Organisational Response
<ul style="list-style-type: none">• The Occupational Health & Safety action plan is being implemented and monitored in partnership• Occupational Health & Safety budget is allocated and monitored to meet the action plan• Systems are in place for organisational risk assessment• The <i>Managing Health At Work</i> Guideline is being implemented• Systems are in place to record and monitor accidents/near misses, staff absences due to occupational accident, illness, moving and handling, violence & aggression	

Mandatory statistics**Quantitative**

- Occupational Health and Safety minimum data set

Identified staff survey questions

Qualitative

Organisational approach to the Health and Safety Strategy implementation covering

- Management of stress in the workplace
- Violence and aggression
- Moving and handling
- Evidence of partnership involvement
- Evidence of Health and Safety action plans
- Minutes of Health and Safety Committee regarding the findings and subsequent action plans