

People Strategy 2022 – 2023

One College – One Team

Context

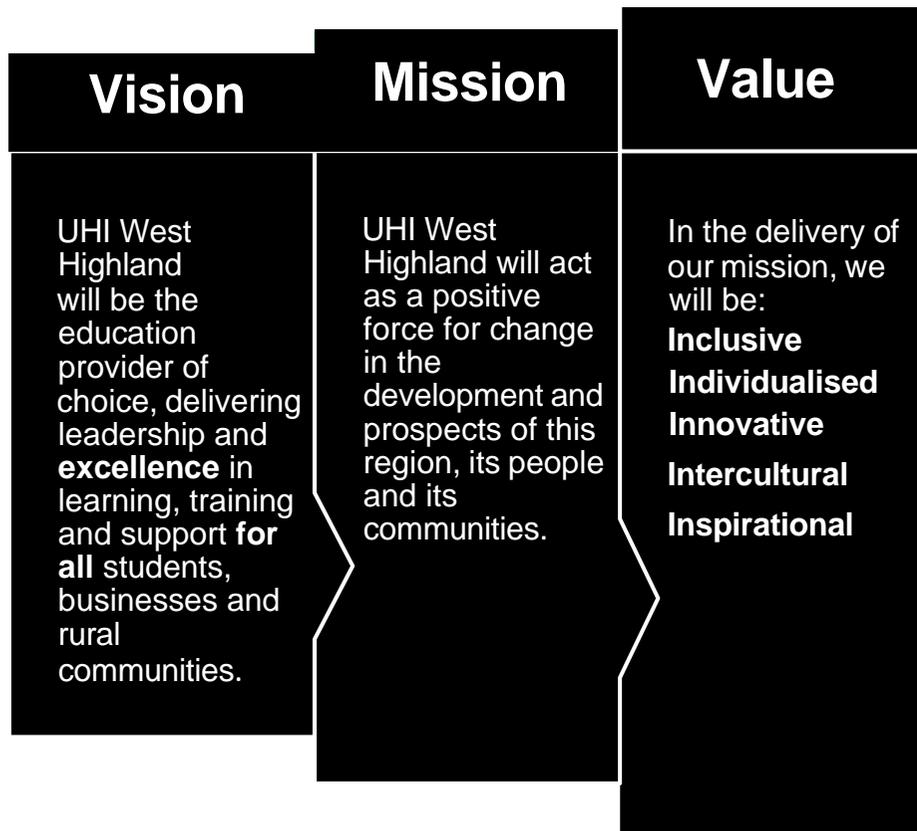
UHI West Highland is one of the smallest colleges in Scotland and aspires to continue to be one of the highest performing. We use innovative learning and teaching methods throughout our 10 centres to deliver courses into some of the most remote and rural areas of Scotland. The College is operating in a geographically and economically challenging environment. The area of Lochaber, Skye and Wester Ross is almost half the size of Wales and includes significant areas of extreme remoteness and dispersed populations. Highlands and Islands Enterprise (HIE), classifies this area as “economically fragile”. Infrastructure is fragmented; there are poor public transport links, broadband is patch and band-width insufficient in many locations. The area can be classified as one of rural poverty, where there is underemployment. The College has grown significantly since its creation and its success has been rapid.

Working in this complex and unique environment, the College’s People Strategy will play a critical role in ensuring we address the challenges outlined above and continue to succeed by building a robust people model to ensure sustainability of the College and its unique and successful approach. We are a people organisation, and the College is run for people by people. Our staff are hugely important to our success and are our most precious resource. How we attract, recruit, develop, support, motivate and engage with our staff is therefore vital.

UHI West Highland’s strategic aims and objectives and our Vision, Mission and Values provide the starting point for our People Strategy. There are three cross-cutting themes within the Strategic Plan. These are enablers which support the achievement of our strategic aims and our vision. Under the “People” cross-cutting theme we have set out the College’s ambition to:

“sustain a culture which promotes equality, diversity and inclusion for all” and “ensure a positive working environment of well-being, reward and recognition, dignity and respect”

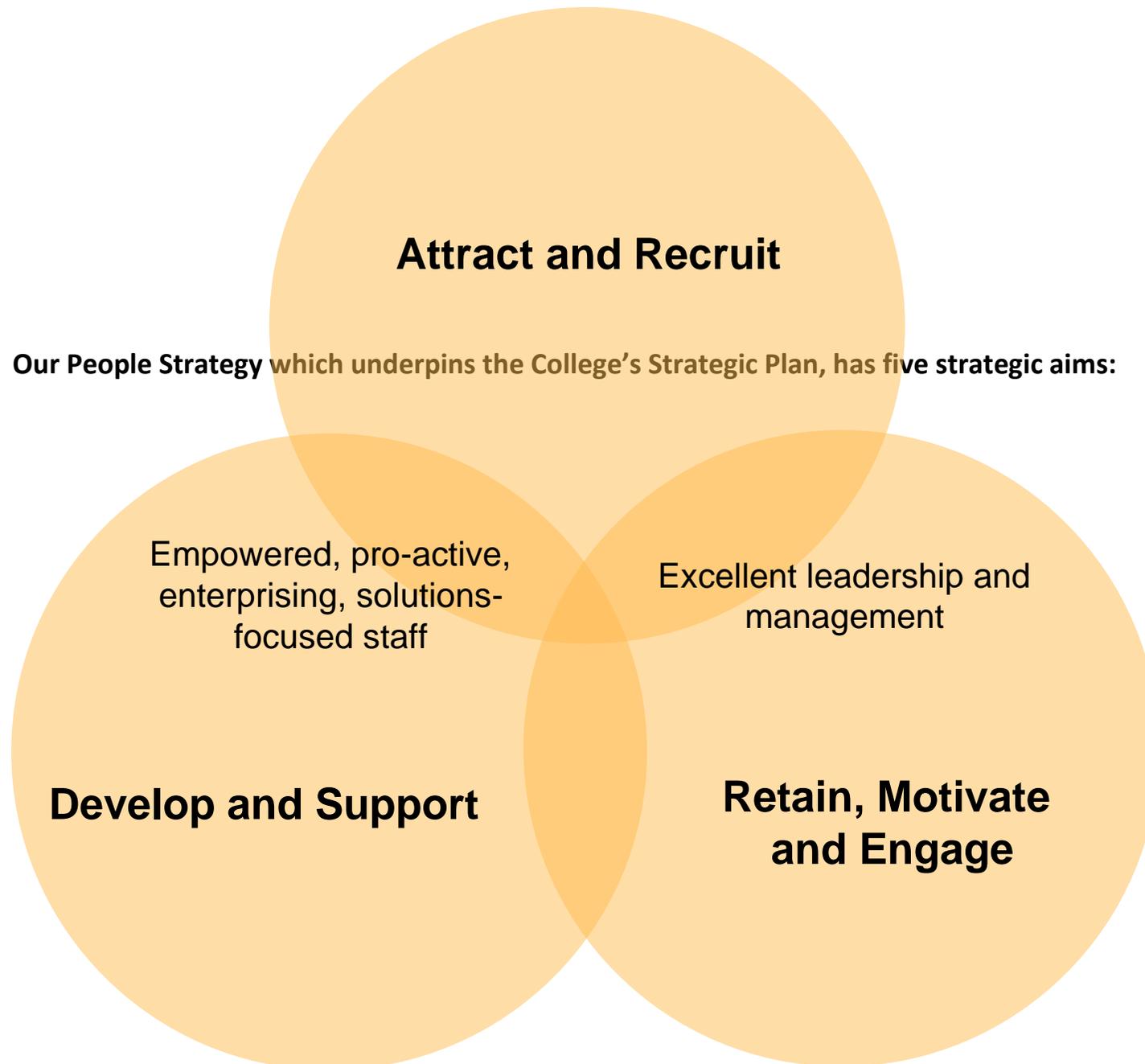
Our Vision, Mission and Values are at the heart of our operating model and our staff and their effectiveness are central to the College's success.



Our aim is to develop and maintain a One College – One Team approach, and an environment that attracts, develops and retains high calibre, effective and motivated staff. Our goal is for our staff to be empowered, pro-active, enterprising and solution focused. In addition we will also have in place structures, policies and processes which will enhance and maintain organisational performance.

Positive, Collaborative and Healthy Working Environment

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Our People Strategy which underpins the College’s Strategic Plan, has five strategic aims:

<p>Attract and recruit high calibre staff</p>	<p>Ensure that UHI West Highland is an employer of choice that is able to attract the highest quality people in a challenging environment, whilst ensuring equality of opportunity and work towards increasing the diversity of our staffing profile.</p>
<p>We will achieve this by:</p>	<ul style="list-style-type: none"> • Developing our reputation, branding and strategies, including our benefits package to ensure we can attract high calibre and a diverse range of candidates to UHI West Highland ensuring equality of opportunity. • Developing systematic workforce planning clearly identify the resource required for the future ensuring an efficient and robust workforce. • Developing our recruitment processes and practices to ensure they are objective, innovative, flexible and meet our needs whilst providing a positive experience for applicants. • Supporting the integration of new staff through the induction process ensuring they have the knowledge and information required to perform to their full potential. • Assisting with the on-boarding of new staff from different locations by providing re-location guidance and support engaging with other employers to share knowledge, resource and expertise.

Develop and support	Support staff to develop their skills, knowledge and competencies and enable them to perform to their full potential, with each individual staff member motivated to directly contribute to the achievement of the College's aims and objectives.
We will achieve this by:	<ul style="list-style-type: none"> • Providing opportunities for training and development of skills and knowledge • Motivating staff to maximise their performance and all work towards the College's development together as one College one team. • Empowering staff to develop their leadership skills proactively at all levels. • Utilising the Annual Professional Review process, ensuring each member of our staff is clear about their objectives and provide good and regular communication and feedback. • Ensuring staff are aware of the aspirations in the personal attribute's framework and the goal that staff are empowered, pro-active, enterprising and solution focussed. • Developing a coaching and mentoring programme to engage staff proactively in their performance and aspirations for the future. • Supporting professional and career development using various methods such as mentoring, team and project working as well as secondment opportunities where possible.
Retain, motivate and engage	Value, recognise and rewarding staff contributions appropriately. Ensure effective engagement with staff, transparency and excellent communication.
We will achieve this by:	<ul style="list-style-type: none"> • Ensuring staff are rewarded fairly and appropriately in line with the College's financial sustainability through financial and non-financial means. • Maximising on non-financial benefits and incentives such as discount opportunities or recognition schemes which celebrate success • Building a strong sense of engagement in line with the one College one team approach. Ensure a healthy, open and respectful dialogue across the College maximising the role of the Unions, Staff Information & Consultation Group and College Newsletter where possible. • Establishing family friendly and flexible working practices to improve efficiency and work-life balance • Monitoring staff turnover and reasons for leaving through analysis and exit interviews and take action as appropriate.

Excellent Leadership and Management	Develop excellent management and leadership capability. Ensure our team leaders have the appropriate skills and empower them to lead by example and create an environment where staff and students feel motivated and can achieve success.
We will achieve this by:	<ul style="list-style-type: none"> • Developing our leadership competencies to ensure that staff understand their leadership styles and have flexibility to adapt when dealing with different situations in order to motivate and engage with their teams. • Ensuring managers demonstrate leadership skills and their commitment to embedding best practice processes such as induction, probation, and performance reviews. • Ensuring transparency and good communication with staff across all 10 learning centres.
Positive, collaborative and healthy working environment	Ensure that UHI West Highland is a great place to work by creating a positive, collaborative, safe and healthy working environment
We will achieve this by:	<ul style="list-style-type: none"> • Fostering a culture of dignity and respect • Encouraging positive behaviours through the personal attribute's framework • Embedding equality, inclusion and diversity as key principles of our ways of working • Promoting the Union and Staff Information and Consultation Group forums and develop it as an effective staff engagement tool. • Establishing an approach to measure staff satisfaction.

Roles and Responsibilities

The College's Board of Management - has responsibility for ensuring that the ethos and culture that this strategy describes is filtered from the Board down and that the actions are implemented.

The Executive Leadership Team - is responsible for leading the implementation of the College's People Strategy.
The College Management Team, all Managers and Team Leaders - have a duty to ensure that the College's strategies, policies and good management practices are implemented within their sphere of activities and responsibility.

The HR Team - has a specific responsibility for:

- providing high quality advice and support for managers and staff on employment matters;
- ensuring positive employee engagement including effective utilisation of the Staff Information & Consultation Group;
- providing HR management information to inform decision making;
- ensuring care and support for our staff (via the HR team, Counselling and Occupational Health services);
- developing and streamlining the HR policy, process and procedure framework to support good management practices.

The Staff Learning and Development Team – has specific responsibility for providing learning and development initiatives to support the People Strategy.

All Staff – have a responsibility for engaging proactively and positively with the objectives outlined in this strategy, working with other staff and managers to ensure the culture, ethos described are embedded into our ways of working.

Related Strategies and Policies

UHI West Highland Strategic Plan

Equality, Diversity & Inclusivity Policy

Staff Annual Professional Review Policy, Procedure and Guidance (including the Personal Attributes Framework)

Staff Probation and Appointment Support Procedure and Guidance

Staff Learning & Development Strategy and Policy

Key measures of success in achieving these aims will be in relation to Recruitment, Professional Development, Staff Satisfaction, Retention, Equal Pay and Staff Absence:

- Number of applications for posts and number of posts filled first time.
- % of staff completed inductions.
- % of staff completed probation period and appointment support processes.
- Increase in the diversity profile of applicants.
- % of staff completing mandatory training.
- % of lecturers with teaching qualification
- % Performance Reviews completed
- % turnover measured against sector norms and exit interview analysis.
- % absence rates against sector norms.
- Staff satisfaction will be measured through a number of best practice activities and processes for example through engagement with staff during performance reviews, union forum, Staff Information & Consultation Group forum and the annual Staff Conference.