

## Board of Management Student, Staff & Equalities Committee

<b>Date of Meeting</b>	<b>Wednesday 16 January 2019</b>
<b>Paper No.</b>	<b>SSEC3-G</b>
<b>Agenda Item</b>	<b>11</b>
<b>Subject of Paper</b>	<b>Organisational Development Update</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Douglas Dickson, Performance and Improvement Director</b>
<b>Date of production</b>	<b>January 2019</b>
<b>Action</b>	<b>For Noting</b>

### 1. Recommendations

Committee Members are asked to note the contents of this report.

## 2. Purpose of Paper

This paper provides an overview of Organisation Development (OD) activity for academic year 2018/19.

## 3. Strategic Context and Key Points

The OD Team's objectives for the academic year -

- Provide a training programme to support those associated with the
- Create a blended integration programme for colleagues new to the College
- Revise the Personal Development and Review Scheme (PDR) to encourage an increase in personal learning
- Develop an agenda and approach to deepen staff engagement
- Enhance the range of online material and e-learning available to colleagues
- Improve our mandatory training offer

The OD Team deployed an inclusive and consultative approach to the design and delivery of their objectives; this approach strengthened existing partnerships and created some exciting new ones.

### (i) Integration

OD embarked on an extensive consultation process to review existing integration arrangements. This resulted in the development of a blended approach, which will provide greater consistency in terms of the welcome received.

The new approach was piloted in June 2018 and after some further enhancement, the new integration programme was launched in October 2018.

Regular monthly 'in person' College Welcome sessions with key contributions from relevant College departments continue to be offered throughout the year.

### (ii) Personal Development Review

OD deployed a consultative process in the re-designing the College Personal Development Review (PDR) Scheme. The system developed has been designed around a sequence of group and individual **development conversations**, which will enable the incorporation of group and individual plans. The re-designed scheme will be introduced, in January 2019 to coincide with the leadership re-organisation.

### (iii) Enhanced Qualifications

During 2017/18 OD supported 22 staff to achieve the **Teaching Qualification in Further Education** qualification, through the Universities of Stirling and Dundee. Each TQFE participant is well supported through the programme by an assigned College mentor. The mentor provides guidance and assistance as well as undertaking a lesson observation as part of the TQFE assessment. The number participating in TQFE in 2018/19 is 29 members of staff.

Twenty Six members of staff were supported through the College's **Enhanced Qualification** scheme during 2017/18. The College focused on developing staff in line with its strategic ambitions, by offering enhancement to those wishing to study SCQF level 10 qualifications in specialist areas of study.

**Flourishing Managers Programme** - 12 current and aspiring managers were supported through the Flourishing Managers Programme, which offered colleagues the opportunity to achieve the prestigious Chartered Management Institute (CMI) Certificate in Leadership and Management.

**Lunch and Learn sessions** were offered over the winter months providing bite-sized sessions specifically on coaching; the Goal Reality Options Will (GROW) model and the use of Constructive Feedback, to embed and continually build coaching skills and expertise.

### (iv) Staff Engagement

OD has collaborated with **Engage for Success**, a voluntary member network that promotes employee engagement. OD recognises that building engagement with our staff brings benefits to benefits individual employees, teams, and the entire organisations.

A working group has been formed and the group has created a working definition for engagement at City of Glasgow College and has identified future priorities to build our engagement culture around the College Purpose, Way, Values and Behaviours.

### (v) Corporate Responsibility

OD worked in partnership with colleagues to provide sessions on **Corporate Parenting** and **Safeguarding** while **Safety and Security Awareness** training was also provided for staff, in partnership with **Police Scotland**.

### (vi) Employee Health and Wellbeing

OD has invested in a range of health and wellbeing activities for staff targeted as provided increased engagement and general health benefits. Initiatives implemented include:

**Mindfulness sessions** - introductory and practice sessions have run throughout the year.

**Family Cooking on a Budget** - these popular 2-hour evening sessions ran over six weeks, offering staff the opportunity to learn how to make six different dishes.

**Languages** - a programme of free evening language classes for beginners, which included French, German, Italian and Spanish were a huge success with 75 members of staff attending classes over an 8 week period.

### **(vii) Online Staff Resource Centre**

With support from colleagues from the Learning Technologies team OD has revitalised the online Staff Resource Centre. This has created a resource which enables staff to access meaningful categories of learning at a time, place and in a way to suit their needs. The area is continually developing and participation levels are increasing exponentially.

OD sponsored and supported the design of two bespoke e - learning modules. Safeguarding and GDPR modules relating exclusively to the College context.

OD also invested in an extensive suite of e-learning materials, which provides colleagues with access to a number of bite-sized episodes of learning, covering a range of topics and themes. These were launched in May 2018 and participation levels by January 2019 were Safeguarding 504 and GDPR 486.

A set of e-learning materials to assist staff support students with mental health and wellbeing is currently in development.

### **(viii) ONE CITY 2018**

ONE CITY 2018, the College's main CPD event, was extended from the traditional one-day format to cover five days of learning and engagement. During those 5 days 1167 members of staff attended over eighty workshops. The workshops focused on sessions to develop learning and teaching practice and enhance the implementation of City Learning 4.0. Speakers were an excellent blend of inspiring internal and external facilitators.

Key highlights included a number of colleagues sharing knowledge and experience of progress on catalyst funded projects and developments with City Learning 4.0.

There was great appreciation of the contributions from - Dr. Anna James who provided approaches to Student Mental Health in the classroom, Sandra Millar on Storytelling with Impact, David Hodgson on Creativity in the Classroom and conversation pieces from Aamer Anwar, Archie McPherson. In addition a number of academics shared their research in engaging ways through the Cabaret of Dangerous Ideas initiative.

ONE CITY provided 50 students invaluable work experience opportunities, which were aligned to their courses of study. OD is extremely grateful for the support received from staff and students from complimentary therapies, hairdressing and barbering, sport, event management, hospitality, jewellery making, performing arts and construction areas.

#### **4. Impact and implications**

The overview within this report is associated with the College's Growth and Development theme and is related to Priority 3 – Develop our staff, embed our values, promote further culture change, and extend our reputation.

# CITY LEADERSHIP DEVELOPMENT PROGRAMME



**CiTY** OF GLASGOW  
COLLEGE

# CITY LEADERSHIP DEVELOPMENT PROGRAMME



## INTRODUCTION

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The City Leadership Development Programme offers continuous development and will explore the skills required to flourish as a leader at City of Glasgow College. All development is structured to ensure that skills can be transferred to teams and the wider organisation.

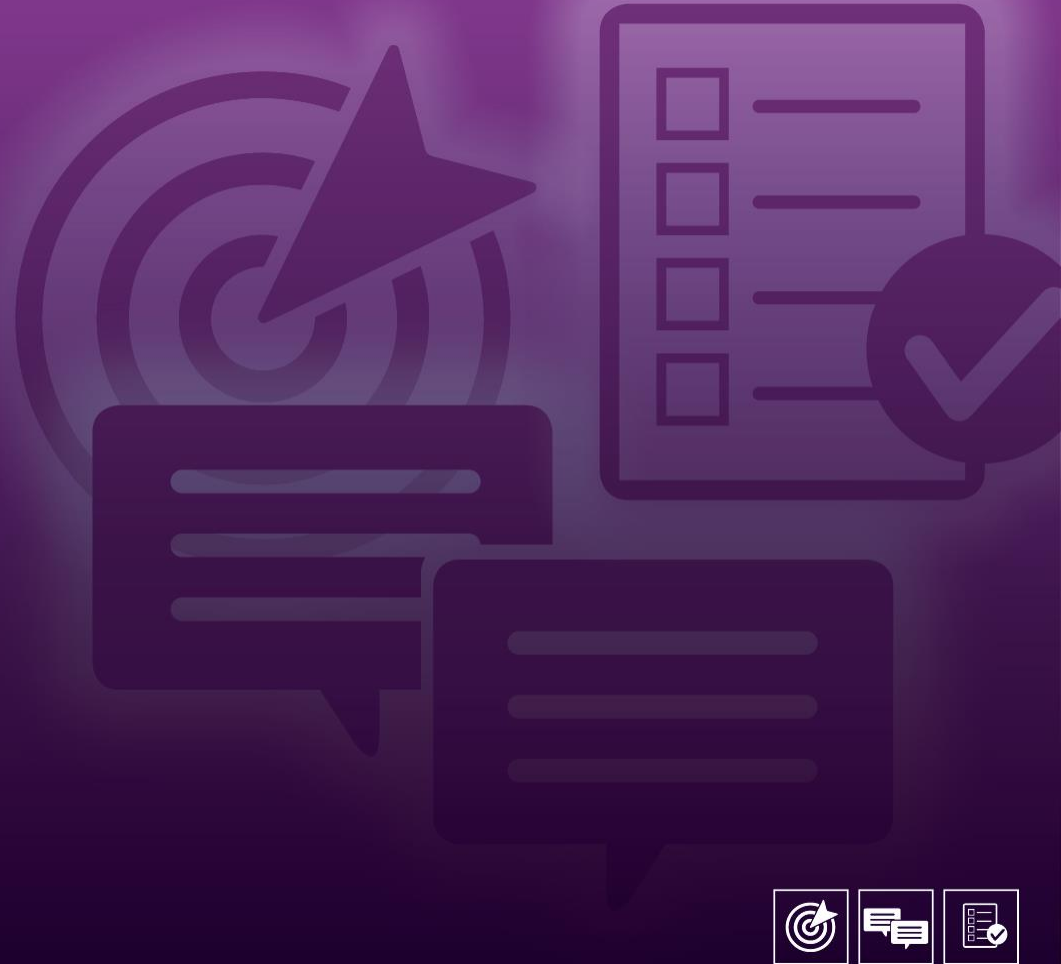
***Development will be organised through a sequence of:***

- Workshops
- Lectures, Symposium and Seminars
- Self Directed and Self Managed
- Learning
- Coaching and Mentoring
- Networking Events
- On-line resources

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# PRINCIPAL'S MESSAGE

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We have experienced considerable change within our sector over the past few years throwing up challenges but also opportunities. As an agile tertiary institution I believe that it is important that we continue to develop our leaders and managers for our ever volatile, uncertain, complex and ambiguous operating environment.

This programme has been specially developed for you and your colleagues to better deliver our purpose 'To Let Learning Flourish' and our Strategic Plan.

Our approach with this capacity building programme will be one of Inspiration, Excellence and Innovation i.e. our City Way which will ultimately help us deliver a step change in our outcomes and overall college performance.

We will gather together each Thursday to support you, develop and refine your skills. These sessions will deepen your expertise, share best practice and provide opportunity to learn from each other.

I very much look forward to engaging with you at many of these development sessions and together we will create a better future for our staff, students and stakeholders.



# LEARNING AS A CONTINUUM

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As the College enters a new era, the need for managers and leaders to continually learn, develop and grow has never been more important.

We operate in what is commonly referred to as a VUCA world. VUCA is an acronym for the volatility, uncertainty, complexity and ambiguity prevalent within the modern working environment. Our re-organisation is a good example of adapting to a constantly changing operating environment.

Our need to continuously improve whilst remaining competitive presents future challenges. We believe these will be best overcome through collaborative leadership, knowledge sharing and inventive working or in other words through Inspiration, Excellence and Innovation, which is Our City Way.

Our plan is to ensure our staff are equipped in managing the complexities of today whilst developing agility for managing within an uncertain future.

We believe a combined approach which blends core learning elements with individual needs focused development will create abilities for our continuous evolution and growth.



# ARRANGEMENTS

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## **In Person Workshops**

A number of talks, workshops, presentations and group sessions have been scheduled on consecutive Thursdays throughout the next 9 months.

## **Self Managed and Self Directed**

We have created a first [100 days Resource](#) (see **Staff Resource Centre on My City**) to support all new and not so new colleagues during this initial period. This will enable you to work through relevant activity at your own pace and in your own time.

## **Coaching and Mentoring**

Appreciative of the need for support in addition to that provided by your line manager we have invested in coaching and mentoring provision.

## **Informal Peer Networks**

We actively encourage informal social engagements where colleagues come together regularly to share knowledge and information.

## **Digital Resources**

We have been working with our partners at [Mind Tools](#) (see **Staff Resource Centre on My City**) to create a suite of digital resources which will ensure you have access to the most up to date information on a range of management and leadership subjects.



# THEMES

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Sessions have been organised within the following themes



**Big Picture**



**Process**



**Engagement**



# BIG PICTURE

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## Big Picture Sessions include:

1. Big Picture - Part One Implementing College Strategy ✓
2. Big Picture - Part Two focused on supporting Strategies ✓
3. City Learning/Shared Teaching Practice/Academic Guidance ✓
4. Curriculum Planning ✓
5. Let Leaders Flourish ✓
6. Managing and Leading Diverse Teams ✓
7. Leading Teams for Performance ✓
8. Chartered Management Institute Flourishing Managers Programme ✓

✓ Denotes **Target Audience** are expected to attend these sessions

✓ Denotes Participation in these sessions is strongly **encouraged**



# PROCESS

## Process Sessions include:

1. Change Management Processes ✓
2. Dealing with Unconscious and Unwitting Bias ✓
3. Performance and Improvement ✓
4. Essential Health and Safety for Managers ✓
5. Budget and Procurement ✓
6. Public Sector Equality Duty ✓
7. Action Learning Facilitation ✓
8. Innovation and Knowledge exchange Certificate ✓



Denotes **Target Audience** are expected to attend these sessions



Denotes Participation in these sessions is strongly **encouraged**



# ENGAGEMENT

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## Engagement Sessions include:

1. Good conversations ✓
2. HR Essentials ✓
3. Managing Productive Meetings ✓
4. Dealing with Mental Health Issues ✓
5. Resilient Leadership ✓
6. Different Ways to Work With Groups ✓
7. Introduction to Emotional Intelligence ✓
8. The Mindful Leader ✓

 Denotes **Target Audience** are expected to attend these sessions

 Denotes Participation in these sessions is strongly **encouraged**



# BIG PICTURE

<b>Big Picture - Implementing Our Blue Ocean Strategy (Part One)</b>		<i>(No booking necessary)</i>
When:	Thursday 25 October 2018 0900 - 1230	
Where:	Theatre, City Campus	
What:	In this session led by College Principal and Chief Executive we will explore the College's Blue Ocean Strategy and identify ways for implementing the strategy within your professional practice area.	
For Who:	ALL Managers	

<b>Big Picture - Implementing Our Blue Ocean Strategy (Part Two)</b>		<i>(No booking necessary)</i>
When:	Thursday 1 November 2018 0900 - 1230	
Where:	Theatre, City Campus	
What:	This second session, led by members of the Executive and Senior Management Team, will focus on associated strategies and outline key responsibilities of Faculties and Support Sections in incorporating strategic objectives within operational plans to ensure the realisation of agreed targets.	
For Who:	ALL Managers	





# BIG PICTURE

<b>Curriculum Planner</b>		<b>(No booking necessary)</b>
When:	Thursday 8 November 2018 Session 1: 0900 – 1100	
Where:	Theatre, City Campus	
What:	This session will focus on how to develop an effective offer which meets the needs of the College and Regional Outcome Agreement. Student Recruitment Plan and Timetabling will also be covered.	
For Who:	ALL Deans, Associate Deans, Curriculum Heads	

<b>City Learning 4.0</b>		<b>(Please Book on Connected)</b>
When:	Thursday 15 November 2018 0900 - 1200 and 1300 - 1600	
Where:	Theatre, City Campus	
What:	This session will explore ways to effectively deploy City Learning 4.0, focus on collaborative and shared teaching approaches and concentrate on academic guidance and highlight best practice approaches to implementing it within Curriculum Areas	
For Who:	ALL Managers	



# BIG PICTURE

<b>Leading High Performing Teams</b>		<b>(Please Book on Connected)</b>
When:	Thursday 22 November 2018 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	This practical “How To” workshop will help participants appreciate the power of working in teams and focus on issues related to developing new teams and in refocusing the efforts of existing teams.	
For Who:	ALL Managers	

<b>Let Leaders Flourish</b>		<b>(No booking necessary)</b>
When:	Thursday 29 November 2018 0900 - 1700	
Where:	Theatre, City Campus	
What:	This highly interactive and participative session will explore what it means to flourish as a leader at City of Glasgow College. The session will also include an inquiry into the ‘cultural’ conditions required for individual leaders and teams to flourish at City of Glasgow College.	
For Who:	ALL Managers	



# BIG PICTURE

<b>Managing and Leading Diverse Teams</b>		<b>(Please Book on Connected)</b>
When:	Thursday 6 December 2018 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	These workshops focus on best practice approaches to dealing with realistic team diversity scenarios. The sessions are designed to challenge thought and assumptions and form part of the College commitment to the Investors in Diversity standard	
For Who:	ALL Managers	

<b>Chartered Management Institute (CMI) Flourishing Managers (QCF Level 5)</b>	
When:	This is a 12 week programme commencing January 2019
Where:	Theatre, City Campus
What:	This programme is designed for first line and aspiring managers. The programme will enable participants to gain valuable skills to develop their professional practice and inspire others.
For Who:	New & Aspiring Managers To register interest e mail <a href="mailto:joyce.fisher@cityofglasgowcollege.ac.uk">joyce.fisher@cityofglasgowcollege.ac.uk</a>



# PROCESS

## Process Sessions include:

1. Change Management Processes ✓
2. Dealing with Unconscious and Unwitting Bias ✓
3. Performance and Improvement ✓
4. Essential Health and Safety for Managers ✓
5. Budget and Procurement ✓
6. Public Sector Equality Duty ✓
7. Action Learning Facilitation ✓
8. Innovation and Knowledge exchange Certificate ✓



Denotes **Target Audience** are expected to attend these sessions



Denotes Participation in these sessions is strongly **encouraged**



# PROCESS

<b>Change Management Processes</b>		<b>(Please Book on Connected)</b>
When:	Thursday 31 January 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	Each of us react and respond to change differently. In this workshop we will focus on techniques for building confidence, dispelling negative behaviours and managing self and others during change.	
For Who:	ALL Managers	

<b>Understanding Unconscious and Unwitting Bias</b>		<b>(Please Book on Connected)</b>
When:	Thursday 7 & 28 February 2019 Session 1: <b>0900 – 1030</b> Session 2: <b>1100 – 1230</b> Session 3: <b>1300 - 1430</b>	
Where:	Theatre, City Campus	
What:	Research shows theoretical awareness alone isn't enough to combat harmful biases. In this interactive workshop, we challenge everyone to unpack their own biases and empower people with practical strategies for developing greater objectivity and impartiality.	
For Who:	ALL Managers	



# PROCESS

<b>Performance Improvement</b>		<b>(Please Book on Connected)</b>
When:	Thursday 6 December 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	This practical session will look at the use of the College dashboard in identifying performance and approaches to improving standards. The session will also look at how to evaluate a course or area of provision and create a plan for improvement.	
For Who:	ALL Managers	

<b>Health And Safety Essentials</b>	
When:	<i>Dates and times to be confirmed.</i>
Where:	Theatre, City Campus
What:	This session aims to provide you with the necessary information on the specific roles, responsibilities and accountabilities for managing health and safety in the College environment.
For Who:	ALL Managers



# PROCESS

## Finance and Procurement

When:	Thursday 14 February 0900 - 1200
Where:	Theatre, City Campus
What:	This session will introduce participants to finance and procurement arrangements and to enable effective management of financial resources.
For Who:	ALL Managers with budget holding or approving responsibility ( <i>an invitation will be sent in advance</i> )

## Public Sector Equality Duty

When:	<i>Dates and times to be confirmed.</i>
Where:	Theatre, City Campus
What:	This session will focus on practical ways for mainstreaming equality across all College areas, thus making the Public Sector Equality Duty (PSED) integral to our core functions. The session will provide tangible evidence of the numerous business benefits in mainstreaming equality.
For Who:	ALL Managers



# PROCESS

<b>Action Learning Facilitation</b>	
When:	On demand please contact <a href="mailto:joyce.fisher@cityofglasgowcollege.ac.uk">joyce.fisher@cityofglasgowcollege.ac.uk</a> to express interest
Where:	TBC
What:	These sessions will focus on incorporating action learning within existing skill practice. Working through a series of 'live sets' participants skill and confidence will develop through practice and reflection.
For Who:	ALL Managers

<b>Certificate of Professionalism in Innovative Practice</b> (Please note participation is by line manager nomination)	
When:	Thursday 22 and Friday 23 November 2018 <b>0900 - 1700</b>
Where:	TBC
What:	This programme will focus on the implemented interconnected and systematic approaches to innovation, to deliver business benefit and growth.
For Who:	ALL Managers <span style="float: right;">Forward nominations to <a href="mailto:joyce.fisher@cityofglasgowcollege.ac.uk">joyce.fisher@cityofglasgowcollege.ac.uk</a></span>





# ENGAGEMENT

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Engagement Sessions include:

1. Good conversations ✓
2. HR Essentials ✓
3. Dealing with Mental Health Issues ✓
4. Managing Productive Meetings ✓
5. Resilient Leadership ✓
6. Different Ways to Work With Groups ✓
7. Introduction to Emotional Intelligence ✓
8. The Mindful Leader ✓



Denotes **Target Audience** are expected to attend these sessions



Denotes Participation in these sessions is strongly **encouraged**



# ENGAGEMENT

<b>Good Conversations</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 17 & 24 January 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	The aim of this session is to build confidence in holding outcome focused, or 'good' conversations in a variety of common or difficult situations and to look at requirements for practice development.	
For Who:	ALL Managers	

<b>HR Essentials</b>		<b>(Please Book one session on Connected)</b>
When:	<i>Dates and Times TBC</i>	
Where:	Theatre, City Campus	
What:	This session looks at the College HR processes and how to ensure staff are positively engaged.	
For Who:	ALL Managers	



# ENGAGEMENT

<b>Mental Health Awareness</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 21 February 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	In this session participants will be introduced to strategies for identifying and supporting people with mental health issues common to a College environment.	
For Who:	ALL Managers	

<b>Managing Productive Meetings</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 23 May 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	This session will give you an opportunity to consider what it takes to create effective and productive meetings and introduce you to techniques for making your meetings purposeful.	
For Who:	ALL Managers	



# ENGAGEMENT

<b>Resilient Leadership</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 2 May 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	This workshop will provide managers with practical strategies, tactics and tools to effectively influence, inspire and support resilience and minimise stress at work.	
For Who:	ALL Managers	

<b>Different Ways to Work with Groups</b>		<b>(Please Book on Connected)</b>
When:	6 x 90 minute sessions commencing Wednesday 7 November 2018 <b>0900 – 1030</b>	
Where:	TBC	
What:	During these highly interactive and practical sessions participants will be introduced to a number of different methods for engaging groups in dialogue, inquiry, construction of knowledge and reflection.	
For Who:	ALL Managers – to get most value from these sessions it is best to attend all in sequence.	



# ENGAGEMENT

<b>Introduction to Emotional Intelligence</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 9 May 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	This session will introduce you to the benefits of applying emotional intelligence skills, tools and techniques in your professional practice.	
For Who:	ALL Managers	

<b>The Mindful Leader</b>		<b>(Please Book one session on Connected)</b>
When:	Thursday 14 & 28 February 2019 Session 1: 0900 – 1200 Session 2: 1300 – 1600	
Where:	Theatre, City Campus	
What:	With less clutter and distractions in our heads we gain clarity and perspective. This helps us become more responsive to situations rather than reactive. The session will focus on practical techniques for leading mindfully.	
For Who:	ALL Managers	





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