# Organisational Development Policy

## 12 August 2014

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Charity Number: SC0 36198

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12 August 2014
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Policy Lead: Executive Director People and Culture
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# Organisational Development Policy

## 1. Introduction

The Organisational Development Policy is designed to support the College's vision:

'*As a world class institution we seek to redefine the learner's experience of a college education. Our staff, clustered in Schools of national expertise, will pioneer new ways of learning, with seamless learning support opportunities.*

*Our curriculum and international partnership sharing will encourage individual learners to flourish, amidst an inclusive and diverse learning community.*

*Our vision is also to create Scotland's first College super campus and be a positive catalyst for change, in partnership with other civic institutions to regenerate and renew Glasgow city Centre and on the riverside.'*

by ensuring that its staff are retained and developed to meet future challenges. It is a vital strand of the College's People Plan which acknowledges that the most important asset of the College is its staff.

Organisational Development (OD) can be defined as "a planned and systematic approach to enabling sustained organisation performance through the involvement of its people" (Chartered Institute of Personnel and Development).

This policy is aligned with the College's Equality Statement.

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## 2. Purpose and Aims

The key aim for this policy is to align people development with developments in College strategy and processes, taking into account both internal and external factors, to deliver the College's strategic objectives. The College will ensure that staff are empowered to contribute to college strategic planning and that support is in place to facilitate this.

There are three key development areas that require to be addressed:

- Learning and Teaching.

- Leadership and Management.

- Essential and Continuing Professional Development.

This people development is set against a context of a rapidly changing organisational environment where staff require to learn and develop continually to meet the future needs of the students and other stakeholders.

## 3. Scope

This policy applies to the professional and personal development of College staff at all levels and Board of Management members; the College is committed to provide the opportunity for staff to undertake up to the equivalent of 6 days per year (or 36 hours) in each academic year per for every member of staff (pro-rata for part-time staff).

It covers all organisational development initiatives within the City of Glasgow College, whether provided internally or by external partners and agencies.  This includes induction, teacher training and associated mentoring, essential training, continuing professional development, enhancement of qualifications, teambuilding, culture development, management and leadership development. Activity in support of the sharing and fostering of innovation and best practice is also supported by this policy.

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## 4. Policy Statement:

### 4.1 Learning and Teaching

4.1.1   There is a commitment to ensure that every lecturer is developed to carry out their learning and teaching role evidenced by timetabled CPD hours and the development delivered in inter-block/non-teaching periods.

4.1.2   There will be an on-going programme of development to equip lecturers to deliver the objectives of the Learning and Teaching Strategy and New Campus New Learning requirements.

4.1.3   The College will develop and maintain a Teacher Training Policy to enable access to in-house and externally recognised teaching qualifications.

4.1.4   The College will offer in-house access to the PDA in Teaching Practice in Scotland's Colleges to all lecturing staff as a minimum standard.

4.1.5   The College will offer access to a Peer Review Process and training for those participating.

4.1.6   There will be regular opportunities for sharing of best practice in learning and teaching.

### 4.2 Leadership and Management

4.2.1   There is a commitment to ensure that every manager is developed to carry out their leadership and management role and an expectation that they carry out that role in line with the desired college behaviours.

4.2.2   Leadership and management development will be based on the desired behaviours of a manager in the College and in support of building a positive, empowered college culture.

4.2.3   The College will provide a range of opportunities suitable for all levels of manager and aspiring managers such as coaching, mentoring and action learning.

4.2.4   The College is committed to supporting managers in the development of their staff teams and expects managers to carry out annual Personal Development

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Reviews (PDR's) for all direct reports and to ensure that the team do the same.

## 4.3 Essential and Continuing Professional Development

4.3.1   The College will ensure that staff understand what is expected of them in their job role and that they have the related skills to carry out that role successfully.

4.3.2   The College will offer a coherent programme of development starting with induction through essential training, continuing professional development and personal advancement.

4.3.3   This programme will be offered as flexibly as possible to ensure all staff have access to development.

4.3.4   The College will make all cross-college essential training available on-line.

4.3.5   The College will ensure all staff are supported through any change process and that they receive the required training and development to carry out their role effectively.

4.3.6   The College is committed to providing a Personal Development Review (PDR) process for all staff that identifies individual development needs, and agreed objectives in support of strategic aims.

## 5. Definitions

| Organisational Development | A planned and systematic approach to enabling sustained organisation performance through the involvement of its people |
|---|---|
| Continuing Professional Development | A process through which staff undertake learning through a broad range of activities that maintains and enhances skills and knowledge, in order to enhance the learner experience and develop best practice. |
| Essential Training | Training or updating which is mandatory for staff either through statute or College Policy requirements e.g. H&S, Safeguarding, Diversity & Equality, Data Protection. |

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## 6. Responsibilities

### 6.1 All Employees

6.1.1 All staff have a responsibility to engage in the Personal Development Review (PDR) process and participate in job related training and development, and ensure they are up to date with essential training.

6.1.2 All staff will be encouraged to engage in relevant personal and career development activities and to ensure this Continuing Professional Development (CPD) is recorded using MyHR.

### 6.2 Managers

6.2.1 Managers have a responsibility for their own development as leaders and managers in the organisation and to engage with the development provided.

6.2.2 Line managers have a responsibility to ensure the implementation and completion of the PDR process to enable their staff to access development opportunities.

6.2.3 Managers must support the release of staff to enable participation in relevant training and/or completion of online modules.

6.2.4 Any externally requested training should be in budget and must not be authorised until a Staff Development Request Form is completed and authorised by their line manager and Director (in addition, for courses costing £500 or above, a member of ELT must counter sign the form), before being received by the OD department.

6.2.5 Managers must forward attendance at any locally-arranged training to the Organisational Development Team.

### 6.3 Organisational Development Team

6.3.1 The Organisational Development (OD) Team, working in collaboration with managers, will ensure that College, team and individual development objectives are prioritised and met if resources and budget are available.

6.3.2 The OD Team will ensure that full records are maintained of all staff training and development activity which is funded via the Organisational Development budget.

6.3.3 Reportage of essential and other training and development undertaken by staff will be provided to appropriate managers within agreed timescales.

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## 7. References

| Policy / Procedure / Guidance | Title |
|---|---|
| Policy Framework | Human Resources and Organisational Development |
| Policy | Organisational Development Policy |
| Policy | Teacher Training Policy |
| Procedure | Induction Procedure: Relevant Checklists & Induction Materials |
| Procedure | Personal Development Review (PDR): Guidance & PDR Form |
| Procedure | Enhancement of Qualifications Procedure: Application Form, Agreement, Deduction Form |
| Procedure | Teacher Training Procedure: |
| Guidance | Continuing Professional Development including Essential Training |
| Guidance | Staff Development: Expenses and Allowances Guidance (Travel and Subsistence). |

### 7.1 Other related College Policies and Procedures

| Policy / Procedure | Title |
|---|---|
| Procedure | Complaints Procedure |
| Procedure | Probationary Period |
| Strategy | People Plan |
| Strategy | Learning and Teaching Strategy |
| Strategy | Healthy Working Lives |

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## 8. Document Control and Review

8.1 The Executive Director People & Culture will monitor and review this policy, as a minimum every three years.

8.2 The College will consult with their recognised Trade Unions when changes to the policy are being considered and advise staff of any minor amendments.

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|---|---|---|
| **Approval Status** | Approved | |
| **Approved by** | Staff, Students, and Equalities Committee | |
| **Date Approved** | 6 August 2014 | |
| **EQIA Status** | EQIA Conducted? | Yes. |
| **Proposed Review Date** | August 2017 | |
| **Lead Department** | Organisational Development | |
| **Lead Officer(s)** | Executive Director People and Culture. | |
| **Board Committee** | Staff, Students, and Equalities Committee | |
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## 9. Revision Log

| Version and Date | Section | Description |
|---|---|---|
| Version 1 12 Aug 2014 | All | First Version of City of Glasgow College Organisational Development Policy |

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