GCRB | Glasgow Colleges' Regional Board

Nominations and Remunerations Committee

Date of Meeting	Thursday 9 December 2021
Paper Title	GCRB Staff Development
Agenda Item	7
Paper Number	NRC2-B
Responsible Officer	Martin Boyle, Executive Director
Status	Disclosable
Action	For Decision

1. Executive Summary

1.1 Glasgow Colleges' Regional Board (GCRB) staff do not currently have a structured, formal mechanism for staff review, development and continuous professional development. This paper presents policies, processes, and proposes a budgetary approach to ensure that staff are effectively developed.

2. Recommendations

2.1 That committee **approves** adoption of the following:

- Annual line manager review process, including initial planning meeting for all staff, including goal setting and identification of Continuing Professional Development (CPD) allied to review of previous session, with mid-year progress review;

- Identification and allocation of annual staff CPD budget to ensure that individual professional development is supported in a clear, coherent manner – in support of both individual career aspirations and the clear delivery of GCRB's strategic goals;

- In line with GCRB's current HR alignment, adopt Glasgow Clyde College's CPD policies and procedures, including: i) Guide to Professional Development Sponsorship; ii) Professional Development Sponsorship Procedure; iii) Professional Development Sponsorship – Fees Guidance Document; iv) Sponsorship Decision Making Process;

- Setting of GCRB Executive CPD budget on an annual basis as part of broader GCRB annual budget planning and setting, with an initial annual budget of 10,000 to be set for 2022-23.

- Allocation of funding for i) funding of CPD activity, including short courses and conference attendance, and ii) Professional Development Sponsorship, is devolved to the GCRB Executive Director in line with standard line management support and planning, and iii) Professional Development Sponsorship for the Executive Director and Board Secretary is devolved to Board Chair in line with standard line management support and planning.

3. Report

3.1 The GCRB Executive Team currently consists of a core staff of four directly managed by Executive Director: Finance and Resources Director, Marketing and Communications Lead, Executive Assistant, and Project Manager (Environment and Sustainability). In addition, GCRB is also staffed by a Board Secretary and Executive Director, both line managed by the Chair.

3.2 In order to ensure GCRB and its team is best positioned to continue to deliver high-quality outcomes against its roles, responsibilities and mission, it is recommended that a formal support and CPD approach is adopted.

3.3 This will ensure the following outcomes on investment:

- Maintenance of staff standards in line with comparable professionals in the same, or comparable, fields

- Maintenance and enhancement of knowledge and skills to deliver key outcomes to a high professional standard, and to enhance effectiveness in the workplace

- Progression of knowledge and skills in line with developing and changing trends

- Ensuring broader sector, regional, national and international contextual understanding to ensure fullest understanding of the context and implications of GCRB work

- Provide greater access to experts and expertise in relevant fields

- Support individual staff members to develop their own career in line with the strategic outputs of the organisation

3.4 It is proposed that individual staff development and training be aligned to the roles and responsibilities of their post; GCRB's strategic output, roles, responsibilities and mission; and allied to individual aspirations. This will be planned in an annual review meeting, monitored at six-month point, and reviewed at 12-month point alongside setting of next-year direction. Training and re-skilling/up-skilling to expand or develop roles should also be considered as part of this process.

3.5 For individual training opportunities, conference attendance etc, right to approval will reside with the direct line manager (Executive Director or Board Chair as appropriate), and managed alongside annual budget planning and management. Pre-existing GCRB authorised delegation limits would be applied to this process.

3.6 Larger training and development opportunities for Further and Higher Education sponsorship will be considered to include the undertaking of longer-term qualifications including those such as professional-body qualifications, FE and HE qualifications such as degree and postgraduate degree. It would be for the individual line manager to set goals in conjunction with individual staff members, and to approve progression to appropriate CPD.

3.7 For these larger CPD qualifications, Glasgow Clyde College's policies and procedures shall be adopted, including specific directions for:

- Identifying criteria for CPD

- Sponsorship agreement

- Terms and conditions of sponsorship

- Process for application, evaluation and recommendation, selection and approval

- Decision-making matrix

- In addition, this will require to outline multi-year implications, which should be brought forward as a single proposal, and therefore approved across multiple years to better facilitate longer-term strategic planning and development.

3.8 The allocation of a staff training and CPD budget is proposed to commence in 2022-23 session, and an initial indicative budget shall be developed by the Executive Director and Finance and Resources Director and brought forward to committee for approval. Any identified mid-year underspend for 2021-22 may also be identified for delivery of CPD opportunities, and would be brought forward to committee for proposals.

4. Risk and Compliance Analysis

4.1 The following risks have been specifically considered in development of this paper and associated policies, and actions are designed to address the risks:

Risk 001: GCRB is unable to respond proactively to internal and external change including regional and national reviews and systemic change.

Risk 004: Opportunities to deliver regional strategy are missed/not resourced appropriately.

Risk 011: GCRB Executive does not have the necessary capacity and capability to deliver our objectives.

5. Financial and Resource Analysis

5.1 There is a financial implication to the implementation of a formal CPD and training budget for GCRB staff, and the budget would be set annually as part of GCRB's budget planning process. It is noted that this would be required to come from existing funding as no access to additional funding is available. However, it is deemed to be of operational and strategic importance to invest in the knowledge, skills and capacities of the GCRB team.

6. Equalities Implications

6.1 Effective, clear and unambiguous policies and procedures for accessing CPD, allied to an approach which actively encourages personal development for organisational benefit,

should ensure an equitable, measured, targeted and organisation-wide approach, with policy and procedures transparent and shared at all levels.

7.   Learner Implications

7.1   While there are no direct learner implications, it is of critical importance to ensure that the executive functions of the Regional Strategic Body perform at the highest level in an effective manner to best deliver outcomes for the region and its learners.

Procedure Name:	Professional Development Sponsorship
Responsible:	Assistant Principal Human Resources
Revision No.:	1
Last Reviewed:	March 2019
Review Due:	August 2020

Associated Documentation

Forms:

- Professional Development Sponsorship Application Form HR-PDSAP

- Professional Development Sponsorship Agreement Form HR-PDSAG

Reference Documents

- Professional Development Sponsorship Guideline HR-PDSG

History of changes

Revision Number	Description of changes made (including changes made to associated documentation)	Date of Approval	Authorised (Initial)
0	First version of procedure and documentation	24/11/15	LMcG
1	Director title updated to Assistant Principal	05/09/16	LMcG
1	Reviewed September 2017 and no changes required	01/09/17	GC
1	Reviewed March 2019 and no changes required	06/03/19	GC

Purpose

To ensure a consistent approach to applications by employees for Further and Higher Education sponsorship and to support Line Managers understanding of their role in the application process.

Responsibility

Assistant Principal Human Resources
- Ensures the overall effectiveness of the Professional Development Sponsorship Procedure
- Oversees and approves the application and selection process

Senior Management Team
- Oversees and approves the selection criteria

Learning and Development Unit
- Launches the programme in April / May each year
- Co-ordinates the application and selection process
- Informs employee and Line Manager of outcome
- Manages the booking and payment of the course / programme

Line Manager
- Assesses the application in accordance with the selection criteria
- Provides a recommendation on the level of support appropriate for the application
- Submits the Professional Development Sponsorship Application to Learning and Development Unit

Employee
- Familiarises themself with the Professional Development Sponsorship Guidelines prior to submitting any application for sponsorship
- Researches and outlines the options available and justification for the application
- Submits the Professional Development Sponsorship Application well in advance of the commencement of the course / programme

Definitions

None

1.0   Applications for Sponsorship

1.1   Applications for financial support for any Further or Higher Education qualification should be submitted using the Professional Development Sponsorship Application form HR-PDSAP.

1.2   Staff must research and identify appropriate and most cost effective course and provider.

1.3   Applications must contain detailed justification in support of the suggested development (e.g. relevance to the College / job role / personal development).

1.4   Applications should be submitted to the appropriate Line Manager to complete the Evaluation and Recommendation section.

1.5   Applications must be submitted well in advance of the commencement of the course / programme. Retrospective applications (i.e. after the course start dates) will not be considered.

2.0   Line Manager Evaluation and Recommendation

2.1   The Line Manager will consider applications against the approved set of selection criteria and recommend the level of support to be agreed.

2.2   The following factors require to be taken into consideration:

- evidence of the applicant's ability to complete the course / programme;
- how essential the course / programme is to effective job performance;
- how does the course / programme add value to the organisation; and
- the anticipated outcome resulting from an applicant's participation in a particular course / programme.

2.3   The Line Manager will complete Section 2 of the application, detailing their evaluation and any recommendations, and submit the application to the Learning and Development Unit with any appropriate supporting documentation (e.g. copy of syllabus etc).

3.0   Final Selection and Approval

3.1   Final selection of applicants for approval will be carried out by Learning and Development on behalf of the Assistant Principal Human Resources. This will be undertaken using a decision making matrix.

3.2   Applications will be considered and assessed to ensure that they:

- meet current policy;
- conform with Terms and Conditions of Service; and
- are within budget.

3.3   Learning and Development may, in exceptional circumstances, interview staff to progress an application.

3.4   Where demand exceeds available provision, applications will be considered based on college priorities. In this circumstance, decisions will be made in consultation with the Senior Management Team.

3.5   Learning and Development will inform applicants and Line Managers of the final outcome and will manage the booking and payment of the course / programme.

Introduction

This guide provides information for employees wishing to apply for Further and Higher Education sponsorship and also supports Line Managers to understand their role in the application process. It does not impact in any way upon the provision of core professional training and development facilitated or instigated by the College Organisational Development Unit.

Criteria

The criteria to be used in considering the suitability of further and higher educational courses / programmes identified by candidates seeking financial support are shown in descending order of priority and weighted as follows:

- **Essential** for current post / duties
- **Desirable** for the current post / duties
- **Essential** for future or projected post / duties
- **Relevant** for professional development
- **Relevant** for personal development

Where the College has provided financial support for further or higher education, resulting in an undergraduate qualification, the provision of funding on a subsequent occasion will be assessed on the merits and benefits of the course / programme. Such funding requests will only be considered for lecturing staff if the qualification is considered to be essential to the current / projected post or for support staff if it is deemed to be relevant for their professional development associated with their employment.

The term of funding will cover 1 year of the course / programme only, therefore, staff should be aware that when committing to a course they may not receive funding for subsequent years. In the case of continuing study, whether previously supported or not, it is important that applicants provide evidence of having satisfactorily completed the previous year's course / programme before initial or further funding can be considered.

Staff are required to undertake their own research to identify appropriate Further or Higher Education courses / programmes and must source, where applicable, a range of providers for consideration and present their findings as part of the application.

Applicants must have been employed by the college for 12 months or more (unless the College deems that the course should be completed within the first 12 months of employment).

The College reserves the right to close the Professional Development Sponsorship Scheme at any time.

Sponsorship Agreement

Once the application has been considered and sponsorship agreed applicants are required to complete a Professional Development Sponsorship Agreement Form in accordance with the Professional Development Sponsorship Procedure. Such Sponsorship Agreements detail the circumstances in which the College may wish to recoup any financial support provided and must be signed before any fees are paid by the College.

The enforcement of the terms of the Sponsorship Agreement will be at the discretion of the Assistant Principal Human Resources. Consideration will be given to circumstances which impact upon an applicant's ability to meet the Terms and Conditions of the Sponsorship Agreement (e.g. where the individual's job role prevents them from completing a course / programme or due to exceptional personal circumstances).

Terms and Conditions of Sponsorship

- The College will consider the application and select a preferred provider.
- The employee will complete the course in their own time, including attendance at class, study time and exams.
- If an exam is held during normal working hours the employee will 're-pay' these hours through time owed.
- If the employee identifies an alternative training provider at a higher cost the College will only fund the fees up to the amount specified by the preferred provider. The employee will be required to meet the additional costs.
- If the employee resigns or leaves under a voluntary severance package within 12 months of completing the programme, they will be required to repay 50% of the course fees.
- If the employee leaves before completing the programme, they will be required to repay 100% of the costs.
- If the employee withdraws from the course prior to completion then they will agree to reimburse the College the full cost of the sponsorship fees.
- There is no provision made to provide employees with travelling expenses, or the cost of summer schools, etc.
- The College will not pay an annual membership fee or any future membership fees of professional organisations.
- The purchase of books is not included in the sponsorship and cannot be claimed for.

Professional Development Sponsorship
Guidance Document – Fees

The following represents the average cost identified for Further/Higher Education Fees for 1 year of study – 2020/21

The detailed costs will provide the basis for the professional development sponsorship matrix for 2020/21

Table of Fees

Qualification Type	Maximum Amount Supported
Higher	£399.00
HNC	£1285.00
HND	£1285.00
Undergraduate Degree	£1820.00
Postgraduate Certificate	£2300.00
Postgraduate Degree	£2900.00
MBA	Variable costs.
PhD	Variable costs.

First Name	Surname	Address Line 1	Address Line 2	Address Line 3	Address Line 4	Address Line 5	Total Cost	Maximum College Support (Fees Guidance Doc)	Line Management Support	Essential For Current Post / Duties (weighted)	Desirable for Current Post / Duties	Relevant for Professional Development	Relevant for Further/Higher Education within 5 years	Has not been supported for	Total Score	Supporting Fees Based on Matrix	Comments	Paperwork sen	Agreement Ret	Payment or repayment made
															Total Cost	#REF!				
Fee Scoring																				
6 and above	Full Fees Paid																			
4 to 5	75% Fees Paid																			
3	50% Fees Paid																			
2	25% fees Paid																			
1 and under	Max £250.00																			
Fees under £250 will fully paid if qualification meets the relevant criteria.																				