



**Board of Management  
HUMAN RESOURCES COMMITTEE  
Meeting of 14 March 2017**





## **NOTICE OF MEETING**

There will be a meeting of the Human Resources Committee on Tuesday 14 March 2017, 1130-1300 hours in Room G10 at Aberdeen City Campus.

### **MEMBERS OF THE BOARD OF MANAGEMENT**

Ms. A Bell  
Ms S Cormack  
Mr. J Gall  
Mr. I Gossip  
Mr. J Henderson  
Ms. C Inglis (Chair)  
Mr. R McGregor  
Ms. L McIntyre  
Mr. K Milroy

### **IN ATTENDANCE**

Ms. E Hart, Vice Principal Human Resources  
Ms. P May, Secretary to the Board of Management  
Ms. E Reid, Senior HR Business Partner  
Ms. S Lawrance, Minute Secretary

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## **AGENDA**

### **Meeting of 14 March 2017**

#### **1. Apologies for Absence**

#### **2. Minute of Previous Meeting**

- 2.1 Minute of 24 January 2017 (paper enclosed)

#### **3. Matters Arising from Previous Meeting (paper enclosed)**

#### **4. Matters for Discussion**

- 4.1 Staff Equality Profile Report 2016 (paper enclosed)
- 4.2 Key HR Performance Indicators (paper enclosed)
- 4.3 Key HR Performance Indicators – Annual Report 2016 (paper enclosed)
- 4.4 Key Health and Safety Performance Indicators (paper enclosed)
- 4.5 HR Priorities and Strategy Implementation (paper enclosed)
- 4.6 National Bargaining and Workforce for the Future Update (paper enclosed)

#### **5. Matter for Information**

- 5.1 Report on Organisational Development (paper enclosed)

#### **6. Summation of Business and Date and Time of Next Meeting**

#### **Reserved Items of Business**

#### **7 Matters for Decision**

- 7.1 Settlement Agreement
- 7.2 Redundancy

#### **8. Summation of Reserved Items of Business**

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## **Draft Minute of Meeting of 24 January 2017**

The meeting commenced at 1130 hours.

**PRESENT** – A Bell, S Cormack, J Gall, I Gossip, J Henderson, C Inglis (Chair), R McGregor, L McIntyre, K Milroy

**IN ATTENDANCE** – E Hart, P May, C Mackie, E Reid

**OBSERVER** – S Betty

It was noted that A Bell would be joining the meeting at a later stage. Members agreed to postpone consideration of agenda item 5.1 until her arrival.

### **1. Apologies for Absence**

There were no apologies received.

### **2. Minute of previous Meeting**

The Minute of Meeting held on 15 November 2016 was approved.

### **3. Matters arising from previous Meeting**

Members noted the matters arising report.

Mr Milroy commented on the importance of the link between Health, Safety and Wellbeing that had been highlighted at the recent SCDI annual lecture.

Following a short discussion and in the absence of any response from the HSE, the Committee agreed to close off the matter relating to feedback on the incident reported to the Health & Safety Executive.

It was agreed that a presentation on the College's new intranet would be scheduled for lunchtime on the day of the March Committees.

In response to a query regarding the completion of a single set of Terms and Conditions of employment for staff, Ms Hart reported that a deadline had not been set. Ms McIntyre advised she would meet with Ms Hart to discuss the matter further.

### **4. Report by the Principal**

The Committee noted a report providing information on HR PIs; Staff Dismissal; Employers' Association Representation; Living Wage Accreditation; HR and Payroll System Tendering Exercise; and Catering Contract renewal.

The Principal welcomed feedback from the Committee on the types of items they would like to see within the Principal's Report in the future.

Members were informed of the detail of the letter received from Ms Somerville, Minister for Further Education, Higher Education and Science, regarding Living Wage accreditation.

Ms Hart confirmed that appropriate workarounds remained in place to ensure that the delay on the implementation of the College's new payroll system did not cause any issues.

The Committee noted the renewal of the catering contract. Ms McIntyre advised of feedback in relation to catering which had been captured as part of the programme of College Conversations, including differences in provision and pricing of catering across campuses.

Ms McIntyre also advised of ongoing and planned dialogue in relation to the College's external contracts and noted that staff and student satisfaction levels would be reflected upon as appropriate.

## **5. Matters for Decision**

### **5.1 Health and Safety Strategy**

The Committee considered a paper providing an update on progress regarding the Health and Safety Strategy.

After some discussion it was agreed that the Strategy would be renamed the Health, Safety and Wellbeing Strategy.

It was also agreed that consideration should be given to how this Strategy, in conjunction with the HR Strategy, is operationalised to ensure wellbeing is comprehensively addressed. Members also requested that consideration was given to the development of a Wellbeing Policy and the associated supporting actions.

### **5.2 Gender Pay Gap Report**

The Committee considered the Gender Pay Gap Report 2016, noting the considerable work undertaken to collate and analyse the required information.

Members discussed the extent of the College's gender pay gap, noting the mean gender pay gap of 14%, the mean full time gender pay gap of 11%, and the mean part-time gender pay gap of 23%.

Members were advised that the data presented was for full-time staff only and did not include any staff engaged via the agency route.

A discussion was held on how the College and the Committee should respond to the information. It was agreed that an implementation plan should be developed. The Principal advised that the intention was for a number of staff focus groups to be facilitated to support this work.

### **5.3 Occupational Segregation – Gender Report 2016**

Note was made that NESCol figures in relation to occupational segregation are consistent with wider community but that there is limited benchmarking data within the College sector. It was agreed that the Equality Challenge Unit should be asked if benchmarking data is available for the English college sector and that consideration be given to other potential benchmarking data sources, such as the NHS or local authorities. The review of data from international organisations was also suggested.

The Principal advised that consideration of flexible and family-friendly policies had been identified as a priority in relation to mitigating the extent of the pay gap.

It was agreed that consideration needs to be given to how best the information from the Gender Pay Gap Report and Occupational Segregation Reports is used, monitored and communicated. It was noted that actions identified through the Reports would be reflected in the College's new Equality Outcomes as appropriate, and that information on the next steps to address issues identified would be presented to both the Committee and the Board in due course.

The Committee noted both its and the College's commitment to reducing the gender pay gap. It was agreed that a press article would be prepared to promote the College's ambitions in addressing the gender pay gap ahead of the publication of sector statistics at the end of April 2017. Members commended the work undertaken to date in relation to data gathering and analysis.



**5.4 Occupational Segregation – Race/Ethnicity Report 2016**

The Committee considered and approved the occupational segregation report in relation to Race/Ethnicity.

Note was made that 12.7% of staff chose not to disclose their ethnicity and therefore data that can be published is limited and of limited value. The Committee were advised that reasons for low disclosure figures in terms of staff protected characteristics will be explored with the aim of improving disclosure rates.

**5.5 Occupational Segregation – Disability Report 2016**

The Committee considered and approved the occupational segregation report in relation to disability.

Note was made that 14.2% of staff chose not to disclose whether they had a disability and therefore data that can be published is limited and of limited value.

It was confirmed that a summary paper on the Occupational Segregation Reports will be brought to the Board at its meeting in February, with the full Reports being made available online for Board Members to view.

**5.6 Equal Pay Statement and Policy 2017**

The Committee considered and endorsed the College's Equal Pay Statement and Policy ahead of its consideration by the Board of Management at its February meeting.

**6. Matters for Discussion**

**6.1 HR Priorities and Strategy Implementation**

The Committee noted the contents of the HR Priorities report.

It was noted that the end date for the HR and Payroll Systems Replacement Project would be amended to October 2017.

**6.2 National Collective Bargaining and Workforce for the Future Update**

The Committee considered the report on National Collective Bargaining and Workforce for the Future.

**7. Matters for Information**

**7.1 Report on Organisational Development Activity**

The Committee noted the contents of the Organisational Development Activity Report.

In relation to the Investors In People (IIP) Interim Report, particular note was made of the observation that 'resilience in staff is being stretched'. Members were advised that an IIP Assessor would be visiting the College in February to help with the development of an action plan to address the areas of improvement highlighted in the Report.

The Committee recognised and congratulated the College on the progress highlighted in comparison to the previous Report.

**7.2 Key Health and Safety Performance Indicators**

The Committee noted the contents of the report on Key Health and Safety Performance Indicators.

**8. Summation of Business and date and time of next Meeting**

The Secretary gave a summation of the business conducted. The next meeting of the Human Resources Committee is scheduled to take place on Tuesday 14 March 2017.

**Reserved Items of Business**

**9. Matters for Decision**

**9.1 Voluntary Severance Scheme 2017-18**

**10. Matter for Information**

**10.1 Pension Errors**

**11. Summation of Reserved Items of Business**

The Secretary gave a summation of the reserved items of business.

The meeting concluded at 1310 hours

## **Matters Arising from the Minute of the Previous Meeting**

### **1 Introduction**

- 1.1 This paper is to update the Committee on matters arising from the minute of the meeting of 24 January 2017.

### **2 Matters Arising**

- 2.1 The following provides an update on matters discussed at the last meeting of the Committee:

#### **3 Matters Arising from the Previous Record**

A deadline of 30 June 2017 has been set for the completion of a single set of terms and conditions of employment for staff.

#### **5.1 Health and Safety Strategy**

The College's Health and Safety Strategy has been renamed the Health, Safety and Wellbeing Strategy. A copy can be accessed on the College's website - <http://www.nescol.ac.uk/about/strategic-planning>

#### **5.3 Occupational Segregation – Gender Report 2016**

The ECU has been contacted to ascertain the availability of gender pay gap/occupational segregation benchmarking data. They have confirmed that this does not currently exist – there is no viable national sector data (for Scotland, England or elsewhere).

The ECU have advised that there is an overall pay gap figure for the Higher Education Sector:

Overall there was a mean gender pay gap of 18.3 percentage points and a median gender pay gap of 13.7 percentage points. The overall gender pay gaps were particularly wide in Scotland (with a mean pay gap of 20.9 percentage points and a median pay gap of 18.6 percentage points) (Source: Equality Challenge Unit "Equality in Higher Education: Staff Statistical Report 2016 p198)

#### **7.1 Report on Organisational Development Activity**

An action plan to address the areas of improvement highlighted in the Investors in People (IIP) Interim Report has been developed to progress actions ahead of the next IIP Interim Review in December 2017.

#### **9.1 Voluntary Severance Scheme 2017-18**

#### **10.1 Pension Errors**

Letters to explain the situation were issued on 01 March 2017 to affected staff members. All refunds and repayment plans will begin in April to coincide with the new tax year.

### **3 Recommendation**

- 3.1 It is recommended that the Committee note the contents of this paper.

**Liz McIntyre**  
Principal

**Pauline May**  
Secretary to the Board of Management



## **Staff Equality Profile Report 2016**

### **1. Introduction**

- 1.1. The purpose of this report is to provide the Committee with information as to the equalities profile of the staff of the College by protected characteristic.

### **2. Background**

- 2.1 Under the Public Sector Equality Duty, the College is required to gather information each year on the composition of its employees with regards to their protected characteristics and publish this information every two years. This must include detailing the progress that has been made in gathering and using the data. This information will be published in the College's Mainstreaming and Outcomes Report which must be published by April 2017.

### **3. The Data for North East Scotland College**

- 3.1 Attached at Appendix 1 is a Staff Equality Profile Report for 2016.
- 3.2 This report presents an equality profile of College staff as at the end of December 2016 and is compared with data as at end December 2015.
- 3.3 There is a detailed Executive Summary with this report, but it is worth highlighting the following:
- The College employs more women (328; 56.1% in 2016) than men (257; 43.9% in 2016), with more women working part-time (22.9%) than men (5.3%).
  - The age profile of staff has remained fairly constant with the majority of staff being in the 30-44 and 45-59 groups.
  - Following actions taken by the College to address the non-disclosure of protected characteristics by staff:
    - Ethnicity non-disclosure fell from 13% (of overall headcount) in 2015 to 8% in 2016
    - Disability non-disclosure fell from 15.3% in 2015 to 9.2% in 2016
    - Religion/belief non-disclosure fell from 31.3% in 2015 to 21.0% in 2016
    - Marital status non-disclosure fell from 9.8% in 2015 to 4.6% in 2016
    - Sexual orientation non-disclosure fell from 35.4% in 2015 to 20.2% in 2016.
  - More women left the College in 2016 (69.6%) than men (30.4%).
  - As regards staff recruitment, (of those disclosing their gender) the College receives more applications from women (62.2%) than men (36.6%) and both shortlists and recruits more women than men.
  - The College appoints more people (94.6% of appointments) from a White ethnic category than either apply (84.7% of applications) or are shortlisted (85.1%).
  - Fewer people from a BME ethnic category were appointed (5.4% of appointments) than apply (12.3% of applications) or are shortlisted (12.1% of those shortlisted).
  - Fewer applicants disclosed their disability status (14.9% of applications did not disclose their status) than staff (9.2% of College staff did not disclose their status).
  - More people in the Christian category were appointed (43.2% of appointments) than applied (32.3% of applications) or were shortlisted (30.5% of those shortlisted).
  - The information gathered in this report will be used to inform an action plan.

**4. Next Steps**

- 4.1 The next steps will be to formulate an action plan to cover actions arising from this report and to tie in the Equalities Outcomes and with actions from the College's gender pay gap report and occupational segregation analyses.

**5. Recommendation**

- 5.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources

## **North East Scotland College Staff Equality Profile: Executive Summary**

An analysis was conducted of the protected characteristics of College staff at December 2016, compared with December 2015.

The College employs more women (328 in 2016; 342 in 2015) than men (257 in 2016; 258 in 2015).

The College introduced “other” as a gender category in its Equal Opportunities Monitoring forms in 2016, but no staff indicated “other” as a gender.

The percentage of male staff (in terms of overall headcount) in the College has risen slightly in 2016, to 43.9%, compared with 43.1% in 2015. Conversely, the percentage of female staff has fallen slightly to 56.1% in 2016, compared with 56.9% in 2015.

There has been a slight shift in terms of the part-time working gender split in the College: in 2016, of the College staff who work part-time (165), 81.2% (134) are female and 18.8% (31) are male. In 2015, of the 159 staff working part-time, 83.0% (132) were women, compared with 17.0% (27) being male.

The age profile of staff has remained fairly constant, with the majority of College staff being in the 30-44 and 45-59 age groups.

It should be noted that there has been an improvement in the College statistics for: ethnicity; disability; religion/belief; marital status; and sexual orientation. This is because the analysis of the 2015 staff data revealed that a large number of staff were in the “did not indicate/prefer not to say” category. Consequently, as it is difficult to identify if there any issues in a protected characteristic category without having appropriate data, the College took the following steps to address the levels of non-disclosure:

- Worked with the Staff Equality Group (includes Trade Union Equality representative) to produce a document for staff outlining why it is important for staff to disclose their protected characteristics and how the information would be stored and used
- Staff were given contact details for HR/Staff Equality Group members who could speak to them individually if the member of staff had concerns/wanted more information
- Given the low disability disclosure rates, an additional document was produced and given to all staff, detailing what constituted a disability – as it had appeared that, previously, staff were not clear on what was/was not a disability
- Re-issued Equal Opportunity Monitoring forms to all staff (with attached documents on why disclosure was important as well as what constituted a disability).

These actions have resulted in a reduction in the percentage of staff in the “not indicated/prefer not say” categories, as follows:

- Ethnicity non-disclosure fell from 13% (of overall headcount) in 2015 to 8% in 2016
- Disability non-disclosure fell from 15.3% in 2015 to 9.2% in 2016
- Religion/belief non-disclosure fell from 31.3% in 2015 to 21.0% in 2016
- Marital status non-disclosure fell from 9.8% in 2015 to 4.6% in 2016
- Sexual orientation non-disclosure fell from 35.4% in 2015 to 20.2% in 2016

This has resulted in an increase in disclosure across the protected characteristics categories:

*Ethnicity:* the largest percentage of staff were in the White: Scottish category (increased to 70.9% of overall headcount in 2016, compared with 64.6% in 2015); other ethnicity categories were broadly similar, year-on-year, in percentage terms.

*Disability:* the percentage of staff in the “no disability” category rose to 83.2% of overall headcount in 2016, compared with 80.0% in 2015; the percentage staff in the “disability” category also rose: 7.5% in 2016, compared with 4.7% in 2015.

In addition, staff were given the opportunity to have a confidential discussion with HR about any disability-related adjustments they may require at work. 5 members of staff requested – and had – discussions. A further consequence of these actions is that HR will be looking to improve its current videoconferencing facilities for staff with hearing difficulties.

*Religion/belief:* the largest categories showed an increase. The “Christian” category increased to 41.7% of overall headcount in 2016, compared with 36.6% in 2015; the “no religion/belief” category increased to 34.0% in 2016, compared with 30.3% in 2015. Other religion/belief categories were broadly similar year-on-year.

*Marital status:* the biggest change was in the “single” category, which rose to 29.1% of overall headcount in 2016, compared with 25.6% in 2015. Other marital status categories were broadly similar year-on-year.

*Sexual orientation:* the biggest change was in the “heterosexual” category, which rose to 77.9% of overall headcount in 2016, compared with 63.1% in 2015. Other sexual orientation categories were broadly similar, year-on-year.

Transgender statistics remain constant in 2016 and 2015, but due to small numbers, are not reported in case individual staff can be identified. However, there were 397 staff (out of a headcount of 585) who were in the “not indicated/prefer not to say category”. Given the increases in disclosure for other protected characteristics, a further analysis revealed this to be due to a lack of clarity in the design of the Equal Opportunities form, which will now be rectified.

Although there has been an increase in disclosure across protected characteristics, more still needs to be done to encourage staff to feel comfortable with their protected characteristics status. In recognition of this, the College in its staff development day, set up Equality Awareness-Raising Discussions: Beyond the Label, to foster good relations between people who have a protected characteristic and those who do not:

On the Aberdeen Campus, the focus was on religion where individual members of staff were available to host discussions and provide some insight into their religion and explain how stereotyping and discrimination can impact on people who follow their religion.

In Fraserburgh a small group of staff raised awareness of a range of protected characteristics and also discussed the impact of stereotyping and discrimination.

The aim of these discussions was to dispel any myths, provide some honest answers to questions that people may have and generally raise awareness.

In terms of staff retention, an analysis was conducted of the 46 staff leavers in 2016, by protected characteristic. This revealed that the College leaver profile is consistent with the staff profile e.g. more women left than men. This would be expected as the College employs more women than



men. This is consistent across most categories, indicating that the College is retaining staff proportionately.

The one category where there was a discrepancy was in the age category 30-44, where a disproportionate number of staff left during 2016 (20 leavers in the age group).

All flexible working requests that came into HR were approved and put in place.

It should be noted that the vast majority of women who go on maternity leave, return to work after their maternity leave (9 returned during 2016). All those that returned to work, returned to the same post as they held before. No further breakdown is given due to small numbers which could lead to staff being identified.

As regards staff recruitment, the College receives more applications from women (62.2%) than men (36.6%) and both shortlists and recruits more women than men.

It is of note that 45.5% of men and 50.0% of women were appointed to full-time posts (1 person did not indicate their gender). However, in terms of part-time posts, 80% of appointees were women and 20% were men.

The College appoints more people (94.6% of appointments) from a White ethnic category than either apply (84.7% of applications) or are shortlisted (85.1%). Conversely, it appoints fewer people from a BME ethnic category (5.4% of appointments) than apply (12.3% of applications) or are shortlisted (12.1% of those shortlisted).

In terms of disability, fewer candidates disclosed their disability status (14.9% of applications) than staff (9.2% of College staff did not disclose their status)

More people in the Christian category were appointed (43.2% of appointments) than applied (32.3% of applications) or were shortlisted (30.5% of those shortlisted). Conversely, fewer people in the no religion/belief category were appointed (48.6%) than applied (52.2% of applications) or were shortlisted (52.3% of those shortlisted).

As regards marital status, more people in the married/civil partnership category were shortlisted (47.1% of those shortlisted) and appointed (48.6%) than applied (39.0% of applications).

In terms of age, more people in the 16-24 age category were appointed (24.3% of appointments), compared with 16.2% of applications and 13.2% of those shortlisted.

To address the matters raised in this report, the College will identify actions which will feed into an action plan within the College's Equality Outcomes Report.

## Introduction

In order to comply with Public Sector Equality Duty (PSED), under the Equality Act 2010, organisations are expected to “gather information on the composition of its employees and on the recruitment, development and retention of people as employees with respect to, in each year, the number and relevant protected characteristics of such persons” (Source: “Employee Information and the Public Sector Equality Duty”, produced by the Equalities and Human Rights Commission, last revised 07-2014, p13)

An organisation must then use the information it gathers to improve its performance in terms of the general equality duty.

This report outlines staff information for 2016 and is compared with 2015. The development of staff is covered by a report from Organisational Development.

## Staff Equality Overview by Protected Characteristics: 2016 and 2015

All figures relate to December 2016 and are compared with December 2015.

As at December 2016, the College has a headcount of 585 (FTE 522), compared with a headcount of 601 (FTE 539) in December 2015.

### Gender profile

The College employs more women (328 in 2016; 342 in 2015) than men (257 in 2016; 258 in 2015).

It should be noted that The College’s 2016 Equal Opportunities Form, under the heading of gender, includes the options of: male; female; other, but no staff indicated they were in the “other” category.

Therefore, as at December 2016, the gender profile for the College is as follows:

	Male – headcount	Male – % of overall Headcount	Female number	Female – % of overall Headcount	Overall Headcount	Overall Staff %
Full-time	226	38.6%	194	33.2%	420	71.8%
Part-time	31	5.3%	134	22.9%	165	28.2%
<b>Total</b>	<b>257</b>	<b>43.9%</b>	<b>328</b>	<b>56.1%</b>	<b>585</b>	<b>100%</b>

*Note: % figures are rounded to one decimal place*

This compares with a gender profile for the College in December 2015 of:

	Male – headcount	Male – % of overall Headcount	Female number	Female – % of overall Headcount	Overall Headcount	Overall Staff %
<b>Full-time</b>	232	38.6%	210	34.9%	442	73.5%
<b>Part-time</b>	27	4.5%	132	22.0%	159	26.5%
<b>Total</b>	<b>259</b>	<b>43.1%</b>	<b>342</b>	<b>56.9%</b>	<b>601</b>	<b>100%</b>

*Note: % figures are rounded to one decimal place*

The percentage of male staff (in terms of overall headcount) in the College has risen slightly in 2016, to 43.9%, compared with 43.1% in 2015. Conversely, the percentage of female staff has fallen slightly to 56.1% in 2016, compared with 56.9% in 2015. However, in both 2015 and 2016 it is clear that College employs more female than male staff.

The College gender bias toward female staff is greater than the percentage of females in the population as a whole (see following table).

The gender profile for Scotland and Aberdeen/shire, according to the 2011 Census, shows that there are more women than men in the population as a whole:

<b>Gender</b>	<b>Scotland % of population</b>	<b>Aberdeen % of population</b>	<b>Aberdeenshire % of population</b>
Male	48.5	49.4	49.5
Female	51.5	50.6	50.5

Sources: *Population Report Census 2011 Aberdeenshire*, available online at <https://www.aberdeenshire.gov.uk/media/11914/populationreportcensus2011.pdf>

2011 Census Release 2 Aberdeen City available online at: <http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&SID=53>

In terms of the working population, according to Equality Challenge Unit: Occupational segregation in Scottish higher education institutions: disability, gender and race” June 2014, p12:

“The 2011 Scottish Census shows that a higher proportion of men (74%) than women (65%) are economically active (see Scottish Census 2011 tables KS602SC and KS603SC). “

According to the Office for National Statistics, UK Labour Market: November 2016: Looking at employment rates by sex, for July to September 2016:

- 79.2% of men and 69.8% of women aged from 16 to 64 were in work
- the employment rates for men and women were higher than for a year earlier

The increase in the employment rate for women is partly due to ongoing changes to the State Pension age for women resulting in fewer women retiring between the ages of 60 and 65.

Available online at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/latest#summary-of-latest-labour-market-statistics>

Accessed December 2016

In terms of the working population, these statistics would indicate that the College goes against these trends in that it employs a higher proportion of women than men.

According to the Annual Population Survey, results for year to 30 June 2016, published on the Scottish Government website, “The employment rate for women in Scotland during Jul’15 - Jun’16 decreased over the year by 0.2 percentage points from 69.7% to 69.6%”

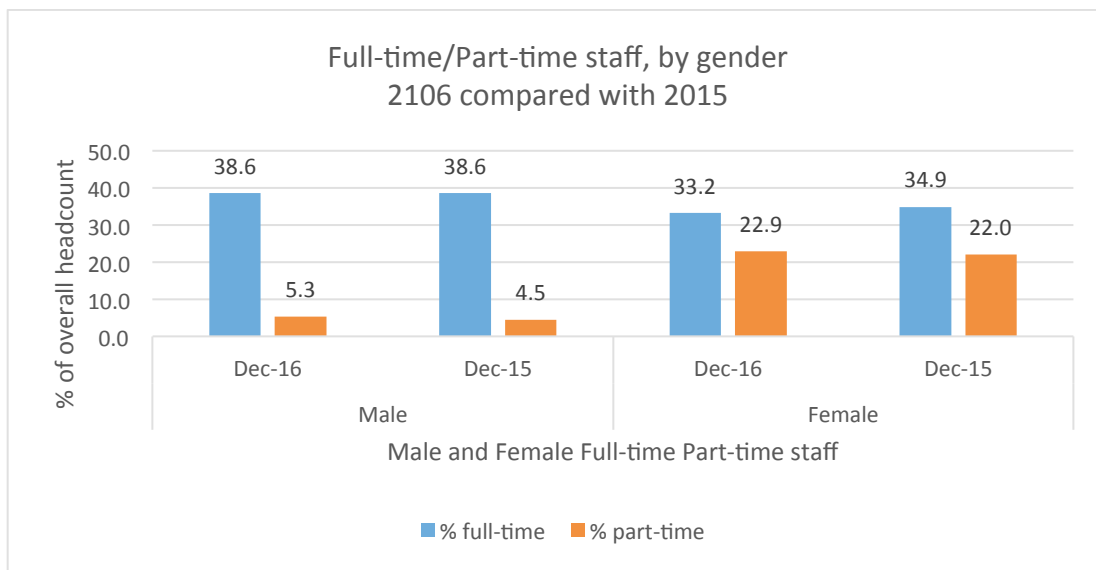
Available online at: <http://www.gov.scot/Resource/0050/00505538.pdf>

Accessed December 2016

The College reflects this in that it shows a decrease in the number of women it employs in 2016, compared with 2015.

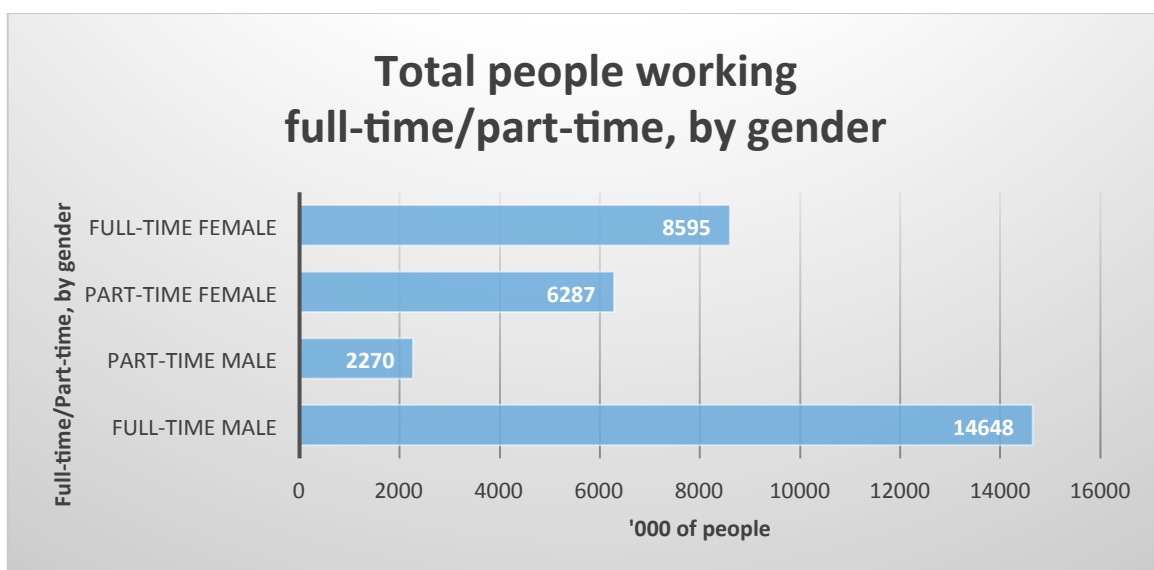
#### Full-time/Part-time staff, by gender

As can be seen from the following chart, the overall picture is broadly the same for both December 2016 and December 2015, with there being considerably more full-time male staff than part-time male staff (as a percentage of overall headcount) and there being less of a disparity between part-time and full-time female staff.



A similar pattern is also seen in recent statistics from the Office for National Statistics.

Number of people (16 years +) in the UK labour market, July to September 2016, seasonally adjusted (thousands of people):



Source:

Office for National Statistics, EMP01 SA Full-time, part-time and temporary workers (seasonally adjusted), 16 November 2016, available online at:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/fulltimeparttimeandtemporaryworkersseasonallyadjustedemp01sa>

Accessed December 2016

According to Close the Gap:

- 42% of women employed in Scotland work part-time compared to 13% of men employed in Scotland.
- Women account for 76% of all part-time workers in Scotland.

Source: <http://www.closesthegap.org.uk/content/gap-statistics/>

Accessed: January 2017

There has been a slight shift over the past year in terms of the part-time working gender split in the College.

In 2016, of the College staff who work part-time (165), 81.2% (134) are female and 18.8% (31) are male. In 2015, of the 159 staff working part-time, 83.0% (132) were women, compared with 17.0% (27) being male.

Given that fewer men work part-time than women, it is worth noting that there has been an increase, albeit small, in the number of part-time male staff in the College.

The College's previous Staff Data Report 2015 (which compared information as at December 2015 with April 2015) also identified that there had been an increase in the number of part-time male staff, from 3.4% of headcount in April 2015 to 4.5% of headcount in December 2015 (in actual numbers this is a rise from 20 to 27 male part-time staff). Given the predominance of female part-time staff and the low number of male part-time staff an analysis was conducted to determine the reasons for this increase.

It became clear that the small increase in the number of part-time male staff could be explained by (pre-merger) Banff and Buchan College male staff who, in the main, had been working on a flexible hours' basis (and therefore were not included in the previous figures) accepting permanent part-time contracts with Nescol.

The data analysis has revealed that there was actually no upward trend in the number of part-time male staff being employed by the College and that actions were still need to be taken to increase the number of part-time male staff.

It is of note that there has been a small increase in the number of part-time male staff in 2016, compared with 2015 – and this cannot be attributed to post-merger contract harmonisation. It can, instead, can be largely explained by a small number of phased retirements and appointments to part-time posts.

## Part-time staff profile

5.3% of the College's overall headcount was accounted for by part-time male employees in December 2016 (4.5% in December 2015), compared with 38.6% being full-time in December 2016 (also 38.6% in December 2015).

Another way of looking at these figures, is to determine the number of male part-time staff as a percentage of male staff employed in the College (as opposed to the overall headcount, which includes female staff).

There is a slight decrease in the number of full-time male staff employed in December 2016 compared with December 2015 and a slight increase in the number of part-time male staff.

In December 2016 87.9% of male staff worked full-time (i.e. of the 257 male staff, 226 were full-time), with 12.1% (31) working part-time.

This compares with 89.6% of the male staff employed in the College working on a full time basis (i.e. of the 259 male staff, 232 were full-time) in December 2015, with 10.4% (27) being part-time.

There is less of a discrepancy between the number of full-time and part-time female staff.

22.9% of the College's overall headcount was accounted for by part-time female employees in December 2016 (22.0% in December 2015), compared with 33.2% being full-time in December 2016 (34.9% in December 2015).

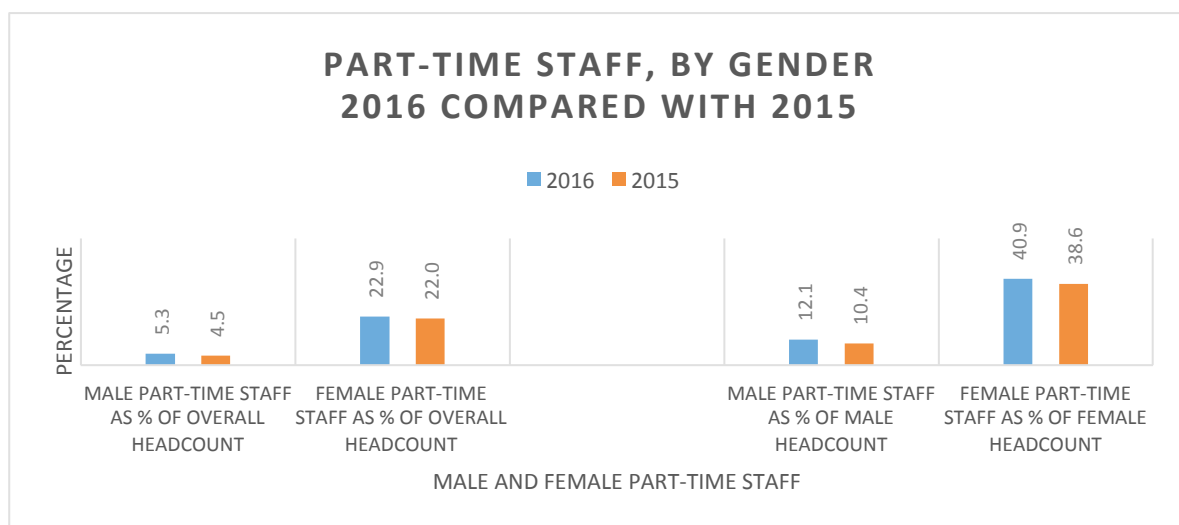
Again, it is useful to look at the number of female part-time staff as a percentage of the female staff employed in the College (as opposed to the overall headcount): of the 328 female employees in December 2016, 59.1% (194) worked on a full-time basis, with 40.9% (134) working part-time.

In December 2015, 61.4% (i.e. 210) worked on a full-time basis, with 38.6% (132) working part-time.

This shows an increase in the number of women working part-time and a decrease in the number of women working full-time.

The following table illustrates the low number of male part-time staff (in percentage terms), compared with female part-time staff in the College in both 2016 and 2015.

Male and female part-time staff profile, December 2016 compared with December 2015



*Note: Percentage figures are rounded to one decimal place*

## Age profile

As at December 2016, the age profile of staff is as follows:

Age	Total Number	Total % of overall headcount	Male Total	Female Total
<b>16-29</b>	51	8.7%	<b>17</b>	<b>34</b>
<b>30-44</b>	184	31.5%	<b>73</b>	<b>111</b>
<b>45-59</b>	296	50.6%	<b>132</b>	<b>164</b>
<b>60-74</b>	54	9.2%	<b>35</b>	<b>19</b>
<b>75+</b>	0	0%	<b>0</b>	<b>0</b>
<b>Total</b>	585	100%	<b>257</b>	<b>328</b>

*\*Note: % figures are rounded to one decimal place*

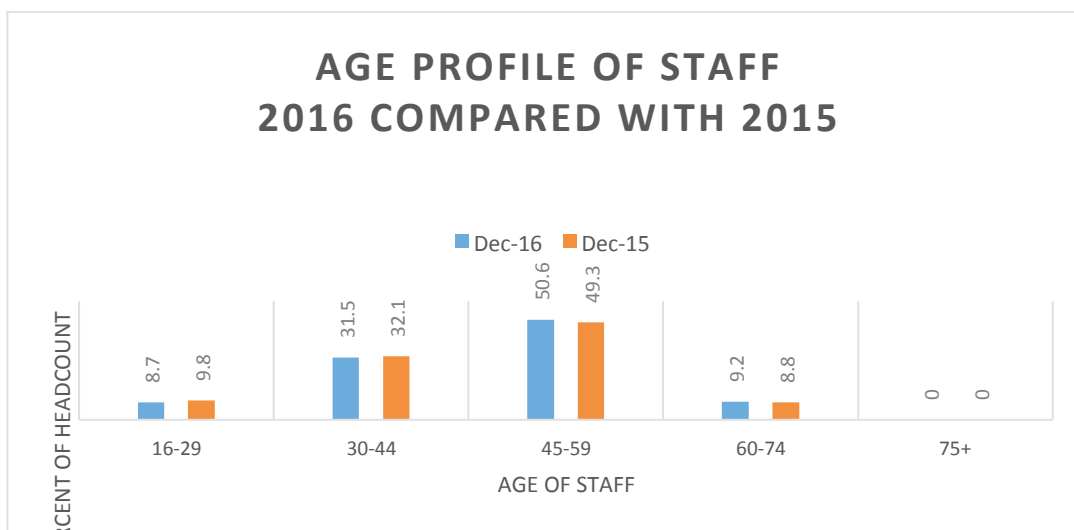
This compares with the age profile as at December 2015:

Age	Total Number	Total % of overall headcount	Male Total	Female Total
<b>16-29</b>	59	9.8%	<b>18</b>	<b>41</b>
<b>30-44</b>	193	32.1%	<b>72</b>	<b>121</b>
<b>45-59</b>	296	49.3%	<b>138</b>	<b>158</b>
<b>60-74</b>	53	8.8%	<b>31</b>	<b>22</b>
<b>75+</b>	0	0%	<b>0</b>	<b>0</b>
<b>Total</b>	601	100%	<b>259</b>	<b>342</b>

*\*Note: % figures are rounded to one decimal place*

From these tables – and chart below - it is clear that the majority of the College's staff are in the age groups 30-44 and 45-59. It is also apparent that the 2016 age profile is very similar to the 2015 profile, meaning that the overall picture is fairly constant:

Age profile of staff as % of headcount, December 2016 compared with December 2015



*Note: Percentage figures are rounded to one decimal place*

According to the 2011 Census, the age distribution (%) in Scotland and Aberdeen/shire is as follows:

<b>Age</b>	<b>Scotland (% of population)</b>	<b>Aberdeenshire (% of population)</b>	<b>Aberdeen (% of population)</b>
0-4 years	5.5	6.0	5.2
5-15 years	11.8	12.7	9.2
16-29 years	18.5	15.2	25.6
30-44 years	20.0	20.6	20.9
45-59 years	21.1	22.5	19.1
60-74 years	15.5	15.9	12.9
75 years and over	7.7	7.2	7.1

Sources: Aberdeenshire Population Report Census 2011, available online at:

<https://www.aberdeenshire.gov.uk/media/11914/populationreportcensus2011.pdf>

2011 Census Release 2 Aberdeen City available online at:

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&slD=53>

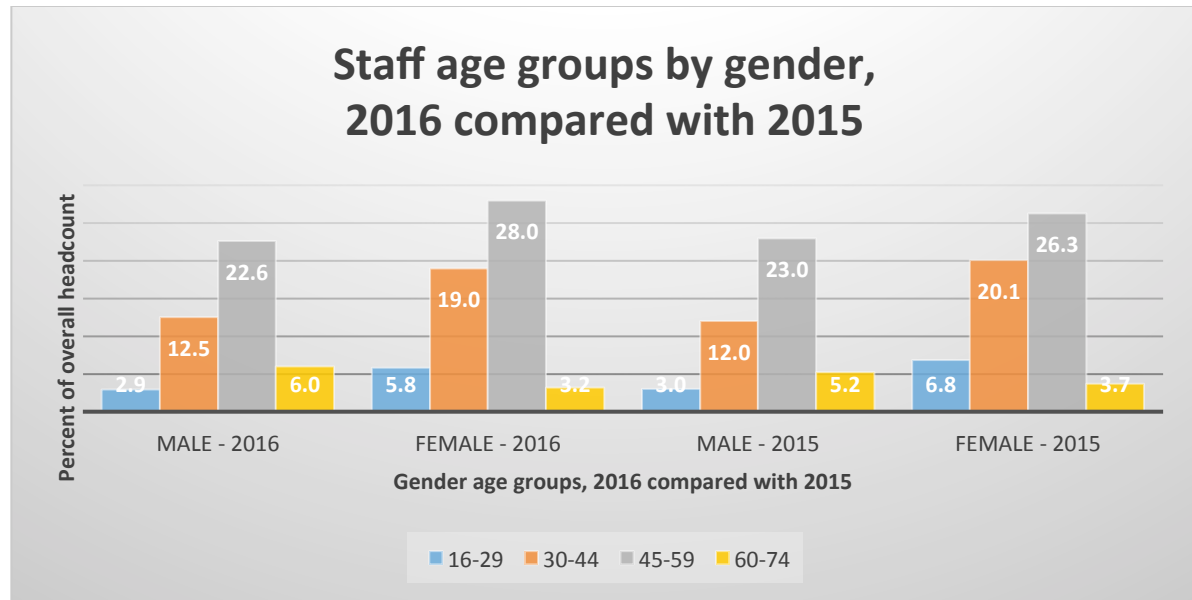
The College is primarily focussed on the learning and teaching of students, so none of its staff are in the age-ranges 1-15 years. The age ranges 16-29 for the general population would also include people who are still at school or in further/higher education and as an educational establishment, North East Scotland College would generally look to employ staff once they had completed their education. This would account for a difference between College figures and those of the general population. Consequently, most of the College's staff are in the age ranges 30-59 years. The age range 60-74 for the general population would include people who have retired. Although the default retirement age has been abolished, many people still chose to retire at some point within this age category and this could account for the difference between the College and general statistics.



## Age profile by gender

As can be seen from the following chart, in terms of the age profile by gender, the picture is relatively stable.

Staff age groups, by gender, December 2016 compared with December 2015 (as a percentage of overall headcount):



*Note: percentage figures are rounded to one decimal place and may not add up to 100%*

In both 2016 and 2015, there is a greater percentage of female staff, as a percentage of headcount, in all age categories, except for the 60-74 age group.

This age range would include some people who would be of normal state retirement/pension age. Although the default retirement age has been abolished, many people still chose to retire at some point within this age category and until very recently, the state retirement/pension age for women was 60 years (and 65 for men) which could account for the gender difference in this age category.

Otherwise, as the College employs more women than men, it is not unexpected that there is a greater percentage of women (as a percentage of headcount) in the other age categories.

The greatest gender discrepancy appears to be in the age range 30-44, where as at December 2015, 12% of male staff (as a percentage of overall headcount) were in this age range compared with 20.1% of female staff. This changed to 23.0% for male staff in the age range 45-59 and 26.3% for female staff in this age range.

A further analysis of these data revealed that male staff in the 45-49 age group had initially been employed in a younger age category, but stayed with the College and subsequently moved into the 45-59 age category. So it appears that the differential could be attributed to length of service and would explain why there are fewer male staff in the 30-44 age group.

The data for 2016 show a similar trend, which would be expected, given this explanation.

## Ethnicity profile

The table below outlines the ethnicity profile for the College at December 2016, compared with December 2015.

It is clear that the largest category is White Scottish 70.9% in 2016 (64.6% in 2015). Overall, the percentage of staff in a White ethnic category is 88.7% in 2016.

Where there are fewer than 5 staff in a category, the actual number of staff is not published. Given the small numbers in some categories – and for consistency purposes – no further breakdown is given of this protected characteristic, as individual staff could otherwise be identified.

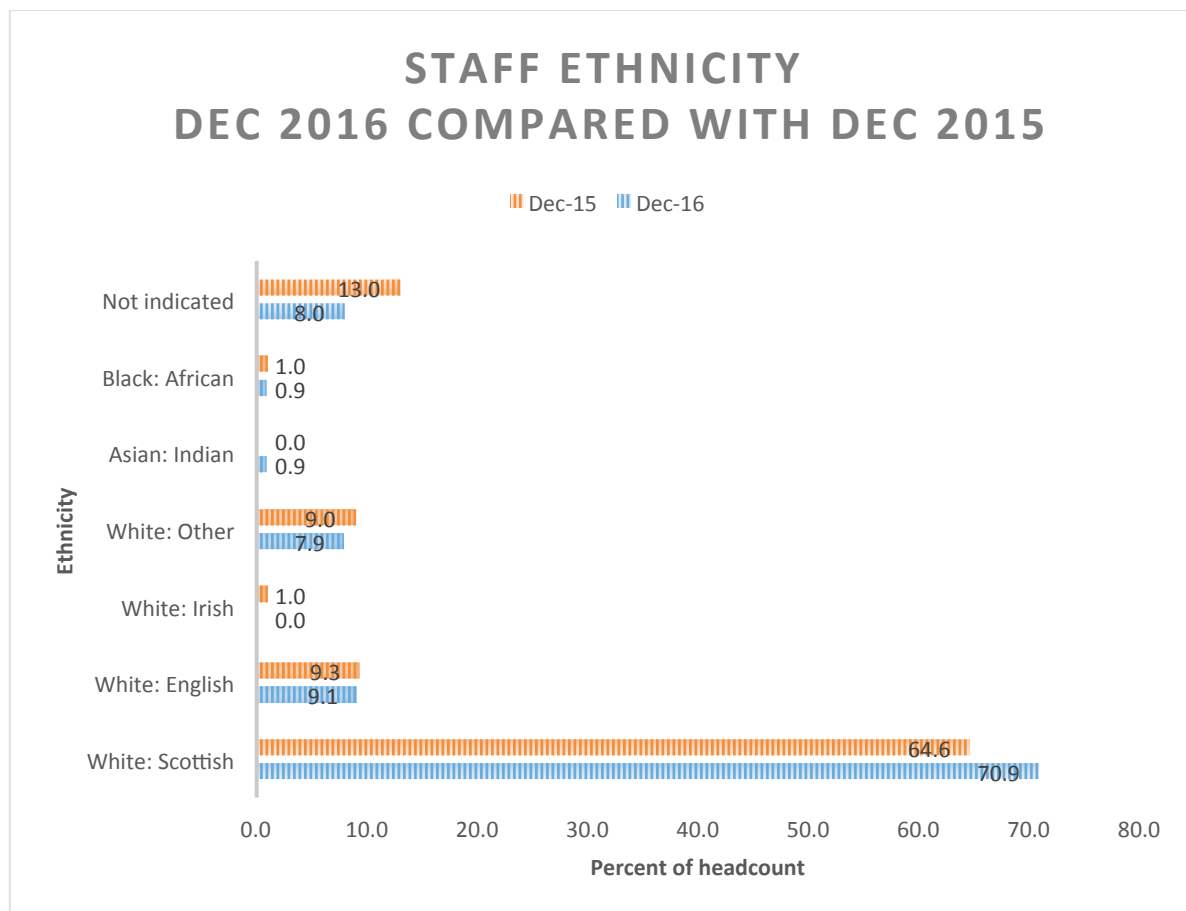
<b>Ethnicity</b>	<b>Total Number 2016</b>	<b>Total % of overall headcount 2016</b>	<b>Total Number 2015</b>	<b>Total % of overall headcount 2015</b>
<b>White: Scottish</b>	415	70.9%	388	64.6%
<b>White: English</b>	53	9.1%	56	9.3%
<b>White: Welsh</b>	N/P	N/P	N/P	N/P
<b>White: Irish</b>	N/P	N/P	6	1.0%
<b>White: Other</b>	46	7.9%	54	9.0%
<b>Mixed</b>	N/P	N/P	N/P	N/P
<b>Asian: Indian</b>	5	0.9%	N/P	N/P
<b>Asian: Pakistani</b>	0	0%	N/P	N/P
<b>Asian: Bangladeshi</b>	0	0%	0	0%
<b>Asian: Chinese</b>	N/P	N/P	N/P	N/P
<b>Asian: Other</b>	N/P	N/P	N/P	N/P
<b>Black: Caribbean</b>	0	0%	0	0%
<b>Black: African</b>	5	0.9%	6	1.0%
<b>Other</b>	N/P	N/P	N/P	N/P
<b>Prefer not to say/Not indicated</b>	47	8.0%	78	13.0%

*Note: % figures are rounded to one decimal place, and may not total to 100%; N/P = not published*

When the figures for December 2016 are compared with December 2015 figures, there is a marked difference in the “White Scottish” and “prefer not to say/not indicated” categories, which is clear in the chart below.

Staff ethnicity as % of headcount, December 2016 compared with December 2015

(note: this chart illustrates only the ethnicity categories where numbers were published)



*Note: figures have been rounded to one decimal place; 0.0%= Figure not published*

These differences can, however, be explained:

After conducting an analysis of the staff data by protected characteristics in 2015, it was apparent that a considerable number of staff (78; 13.0%) did not disclose their ethnicity.

In order to address this, the College did the following:

- Worked with the Staff Equality Group (includes Trade Union Equality representative) to produce a document for staff outlining why it is important for staff to disclose their protected characteristics and how the information would be stored and used
- Staff were given contact details for HR/Staff Equality Group members who could speak to them individually if the member of staff had concerns/wanted more information

- Re-issued Equal Opportunity Monitoring forms to all staff (and attached the document on why disclosure was important).

These measures have resulted in a reduction of the non-disclosure rate from 13.0% in 2015 to 8% in 2016.

The majority of staff who disclosed their ethnicity in December 2015 were in the White: Scottish category and the increase in disclosure rates in 2016 has resulted in an increase in this ethnic category.

In spite of the reduction in the non-disclosure rate to a single percentage figure, there are none-the-less still a number of staff who “did not indicate”. However, this having been said, the ethnic profile within the College (based on those staff who did disclose this protected characteristic) appears to be in largely line with national and regional statistics as detailed in the following table:

Ethnicity in Scotland and Aberdeen/shire, according to the 2011 Census:

<b>Ethnicity</b>	<b>Scotland (% of population)</b>	<b>Aberdeenshire (% of population)</b>	<b>Aberdeen (% of population)</b>
White – Scottish	84.0	82.2	75.3
White – Other British	7.9	12.3	7.6
White – Irish	1.0	0.5	1.0
White – Polish	1.2	1.2	3.2
White – Other	1.9	2.2	4.8
Asian, Asian Scottish or Asian British	2.7	0.8	4.3
Other	1.4	0.8	3.9

Sources: Aberdeenshire Identity Report Census, available online at:

<https://www.aberdeenshire.gov.uk/media/11870/identityreportcensus2011.pdf>

2011 Census Release 2 Aberdeen City available online at:

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&sID=53>

The largest ethnic category is “White: Scottish” and the College’s ethnic profile is largely reflective of that of the wider population. However, it is notable that Aberdeen has fewer people in this ethnic category than either Scotland as a whole, or Aberdeenshire.

The ethnic profile of the College (which has campuses in Aberdeen and Aberdeenshire) was identified as being more in line with Aberdeenshire than Aberdeen City. As the College has more staff working in its Aberdeen campuses, it was originally thought that the ethnic profile of the College would more closely match that of Aberdeen city. However, an analysis was undertaken of where staff live, which revealed that over 60% of staff employed by the College live in Aberdeenshire (and either travel into Aberdeen city campuses and/or work in Aberdeenshire campuses). This would then explain why the College ethnicity profile more closely fits with that of Aberdeenshire.

However, the College should continue to monitor its recruitment practices to ensure that it attracts and recruits staff from all ethnic backgrounds

### Disability profile

As at December 2016, the disability profile for the College was (out of a headcount of 585):

	Total Number	Total % of overall headcount	Male	Female
Disabled	44	7.5%	19	25
Not disabled	487	83.2%	211	276
Prefer not to say/ Not indicated	54	9.2%	27	27

*Note: % Figures have been rounded to one decimal place and may not add up to 100*

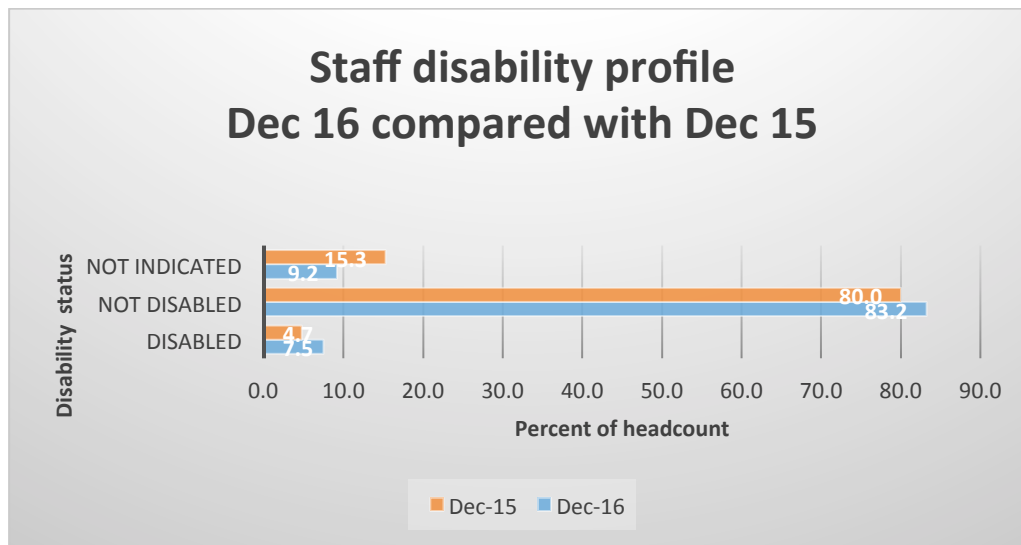
This compares with the disability profile for the College as at December 2015 (out of a headcount of 601):

	Total Number	Total % of overall headcount	Male	Female
Disabled	28	4.7%	14	14
Not disabled	481	80.0%	201	280
Prefer not to say/ Not indicated	92	15.3%	44	48

*Note: % Figures have been rounded to one decimal place and may not add up to 100*

The following chart clearly illustrates the reduction in the percentage of staff who did not indicate/preferred not to say whether they had a disability or not (from 15.3% in 2015 to 9.2% in 2016) and an increase in not disabled category (83.2% in 2016 compared with 80.0% in 2015) and disabled category (7.5% in 2016 compared with 4.7% in 2015).

Staff disability as % of headcount, December 2016, compared with December 2015



*Note: % figures have been rounded to one decimal place, so may not add up to 100%*

The reason for the change in these statistics is because the College identified from its staff data analysis in 2015 that there were a significant number of staff who either did not indicate whether they had a disability or preferred not to say. The College then took the following action to address the situation:

- Worked with the Staff Equality Group (includes Trade Union Equality representative) to produce a document for staff outlining why it is important for staff to disclose their protected characteristics and how the information would be stored and used
- Given the low disability disclosure rates, a document was produced and given to all staff, detailing what constituted a disability – as it had appeared that staff were not clear on what was/was not a disability /impairment
- Outlined on the disability information sheet and on the Equal Opportunities form that if a member of staff had a disability, the College would work with Occupational Health where appropriate, to see if it could make any reasonable adjustments to support them. It was also detailed that if they would like HR to contact them for a confidential discussion about any disability-related adjustments, they should tick the appropriate box on the Equal Opportunities form, and HR would contact them.
- Re-issued Equal Opportunity Monitoring forms to all staff (with attached documents on why disclosure was important and the document explaining what constituted a disability)

As a consequence of these actions, the percentage of staff declaring that they had a disability increased from 4.7% to 7.5%. Five members of staff requested – and have had - confidential discussions with HR.

A further action as a consequence of these activities is that HR will look to improve its current videoconferencing facilities for staff with hearing difficulties.

In terms of staff with a disability, there were 31 members of staff who had an absence in relation to their disability in 2016 with 26 returning to work during 2016.

It should also be noted the College works closely with occupational health to provide support for *any* member of staff who has or who develops a health condition/disability which may impact on their ability to do their job.

During 2016, occupational health recommendations that have been accommodated for staff – irrespective of whether they have a disability - include: phased returns to work following an absence (this is the most common recommendation); restrictions on manual handling; work station assessments (including provision of specific equipment); accommodations for future medical appointments; provision of temporary parking during rehabilitation period.

Wider statistics from the “Analysis of Equality Results from the 2011 Census” p107/108 produced by the Scottish Government, indicate that 20% of people in Scotland reported a limiting health problem or disability (i.e. day-to-day activities being limited ‘a little’ or ‘a lot’ by health problems), compared with 18% for the UK as a whole. From this, it is inferred that 80% of the Scottish population does not have a limiting health problem or disability.

The College’s statistics relate to whether staff consider themselves to be disabled and not whether they consider themselves to have a limiting health problem, so it is difficult to make exact comparisons. However, broadly speaking, it would appear from the staff who did declare this protected characteristic that the College is line with wider Scottish statistics in that the majority of its staff is in the “not disabled” category.

In terms of a gender analysis of those staff with a disability, in 2016 there are more female staff (25 out of 44 staff in that category; 56.8%) in this category than male staff (19 out of 44; 43.2%). This would be consistent with the College employing more women (56.1% of overall headcount in 2016) than men (43.9%). Given this, it is of note that an equal number of male staff (27) and female staff (27) preferred not to say/did not indicate.

The gender analysis of staff in the “prefer not to say/did not indicate” category in December 2015 showed that 47.8% were men ( 44 out of 92 in that category) and 52.2% were women (48 out of 92). This compared with 43.1% of the College’s overall headcount being male and 56.9% being female.

### Religion or Belief profile (including no belief)

The following table outlines the religion or belief (including no belief) profile for the College at December 2016, compared with December 2015.

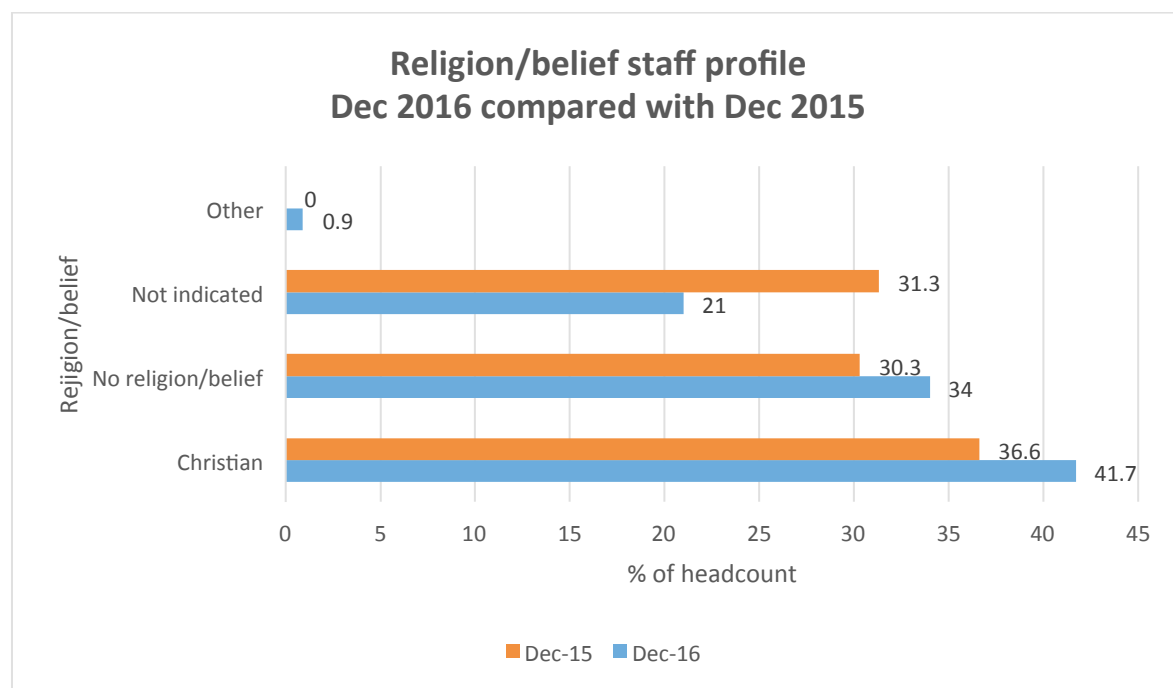
Where there are fewer than 5 staff in a category, the actual number of staff is not published. Given the small numbers in some categories – and for consistency purposes – no further breakout is given of this protected characteristic, as individual staff could otherwise be identified.

Religion	Total Number 2016	Total % of overall headcount 2016	Total Number 2015	Total % of overall headcount 2015
<b>Christian</b>	244	41.7%	220	36.6%
<b>Buddhist</b>	N/P	N/P	N/P	N/P
<b>Hindu</b>	N/P	N/P	N/P	N/P
<b>Jewish</b>	N/P	N/P	N/P	N/P
<b>Muslim</b>	N/P	N/P	N/P	N/P
<b>Atheist</b>	N/P	N/P	-	-
<b>Other</b>	5	0.9%	N/P	N/P
<b>No Religion/Belief</b>	199	34.0%	182	30.3%
<b>Prefer not to say/ Not indicated</b>	123	21.0%	188	31.3%

*Note: % figures are rounded to one decimal place; N/P = Not published; Atheist category was not used in 2015*

### Staff religion or belief profile, as % of headcount, December 2016 compared with December 2015

(note: this chart only illustrates categories where figures were published)



*Note: % figures are rounded; 0 = figure not published in 2015*



The chart above clearly illustrates the reduction in the percentage of staff who did not indicate/preferred not to say whether or not they had a religion/belief (from 31.3% in 2015 to 21.0% in 2016) and an increase in the Christian category (41.7% in 2016 compared with 36.6% in 2015) and no religion/belief category (34.0% in 2016 compared with 30.3% in 2015).

These differences can, however, be explained:

After conducting an analysis of the staff data by protected characteristics in 2015, it was apparent that a considerable number of staff (188; 31.3%) did not disclose their religion/belief category.

As outlined earlier in this report, the College took a number of steps to encourage staff to disclose their protected characteristics, by explaining why it was important and how the data would be used.

These measures have resulted in a reduction of the non-disclosure rate from 31.3% in 2015 to 21.0% in 2016.

However, care must be taken when drawing conclusions from the results as – in spite of the increased disclosure - there are still quite a number of staff who “did not indicate”. This indicates that further work should be undertaken by the College to increase the disclosure rate further. In recognition of this, the College in its staff development day set up the following, to foster good relations between people who have a protected characteristic and those who do not:

#### **Equality Awareness Raising Discussions: *Beyond the Label***

As part of the Professional Development Day, we have arranged a number of Equality Awareness Raising discussions. On the Aberdeen Campus, the focus will be on **religion** where individual members of staff will host discussions and provide some insight into their religion and explain how stereotyping and discrimination can impact on people who follow this religion.

In Fraserburgh a small group of staff will raise awareness of a range of protected characteristics and also discuss the impact of stereotyping and discrimination.

The aim of these discussions will be to dispel any myths, provide some honest answers to questions that people may have and generally raise awareness.

In terms of those staff who did disclose this protected characteristic, the religion/belief profile of the College is largely in line with wider Scottish statistics in that the largest categories are “no religion/belief” and “Christian.”

According to the “Analysis of Equality Results from the 2011 Census” p69 produced by the Scottish Government, No religion is represented by 37% of the population; combined Christian denominations represented 54%; Muslim 1%; other religions represented 1%; 7% did not state their religion.

Religion/belief profile for Scotland & Aberdeen/shire, according to the 2011 Census:

Religion	Scotland (% of population)	Aberdeenshire (% of population)	Aberdeen (% of population)
Church of Scotland	32.4	36.3	25.3
Roman Catholic	15.9	4.8	8.9
Other Christian	5.5	7.6	6.7
Muslim	1.4	0.3	1.9
Other religion	1.1	0.6	1.9
No religion	36.7	42.8	48.1
Not stated	7.0	7.6	7.2

Sources: Aberdeenshire Identity Report Census 2011, available online at:

<https://www.aberdeenshire.gov.uk/media/11870/identityreportcensus2011.pdf>

2011 Census Release 2 Aberdeen City available online at:

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&SID=53>

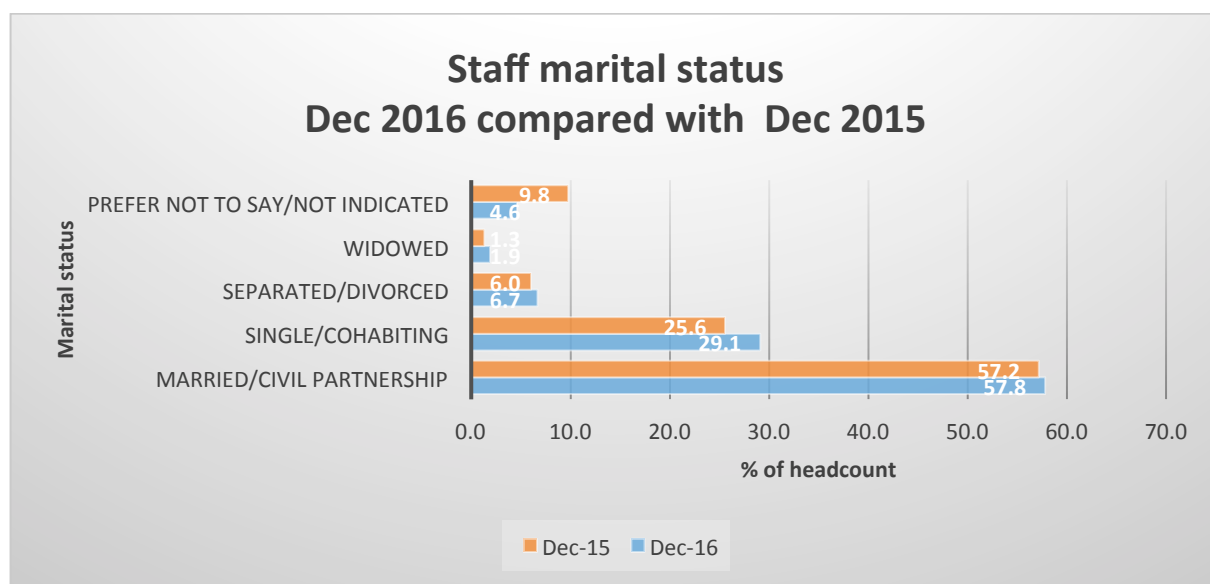
### Marital Status

The following tables and charts detail the marital status profile for the College at December 2016, compared with December 2015:

Marital Status	Total Number of Staff 2016	Total % of overall headcount 2016	Total Number of Staff 2015	Total % of overall headcount 2015
Married/Civil Partnership	338	57.8%	344	57.2%
Single/Cohabiting	170	29.1%	154	25.6%
Separated/Divorced	39	6.7%	36	6.0%
Prefer not to say/ Not indicated	27	4.6%	59	9.8%
Widowed	11	1.9%	8	1.3%

*Note: % figures are rounded to one decimal place and may not total to 100%*

Staff marital status as a percentage of headcount, December 2016 compared with December 2015



*Note: % figures are rounded to one decimal place and may not add up to 100%*

The chart above clearly illustrates the reduction in the percentage of staff who did not indicate/preferred not to say to which marital status category they belonged (from 9.8% in 2015 to 4.6% in 2016). It also shows an increase in the Single/Co-habiting category (29.1% in 2016 compared with 25.6% in 2015). Other categories show slight fluctuations compared with the previous year, indicating a relatively stable marital status profile for the College.

These differences can once again be explained by the College taking steps – identified earlier in this report - to encourage staff to disclose their protected characteristics, by explaining why it was important and how the data would be used.

These measures have resulted in a reduction of the non-disclosure rate from 9.8% in 2015 to 4.6% in 2016.

According to the 2011 Census, the marital status profile for Scotland is as follows:

Marital status	% of Scottish population
% Single	35.4
% Married or in registered same-sex civil partnership	45.4
% Separated	3.2
% Divorced or in same-sex civil partnership which is now dissolved	8.2
% Widowed or surviving partner from same sex civil partnership	7.8

Source: Aberdeen City Council 2011 Census Release 2: Aberdeen City, available online at:

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&SID=53>

When the 2011 Census figures for Scotland are compared with the figures for Aberdeen City and Aberdeenshire, it can be seen that there are differences, notably in the “married” and “single” categories as detailed below:

<b>Marital status</b>	<b>Aberdeen (%)</b>	<b>Aberdeenshire (%)</b>
Single	42.7	27.3
Married or in registered same sex civil partnership	40.5	56

Source: 2011 Census Release 2 Aberdeen City; available online at:

<http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55102&slD=53>

Population Report Census 2011 Aberdeenshire, available online at

<https://www.aberdeenshire.gov.uk/media/11914/populationreportcensus2011.pdf>

The College's statistics are more closely aligned with those of Aberdeenshire than Aberdeen. As outlined earlier in this report, an analysis was undertaken of where staff live, which revealed that over 60% of staff employed by the College live in Aberdeenshire (and either travel into Aberdeen city campuses and/or work in Aberdeenshire campuses). This would then explain why the College marital status profile more closely fits with that of Aberdeenshire.

### **Pregnancy and Maternity**

The following section details the number of pregnancies/maternity leaves for 2016 and 2015. However, where there are fewer than 5 staff, the information is not published as staff could otherwise be identified.

Of the 9 women who were on maternity leave in December 2015, 8 returned to work in 2016.

In 2016, a total of 9 women came to work after having been on maternity leave at some point during 2016.

Of the 9 members of staff returning to work during 2016, after maternity leave:

All came back to the same post as they held before

All flexible working requests to reduce working hours were granted

### **Sexual orientation**

The sexual orientation profile of the College for 2016 and 2015 is detailed in the following table and chart:

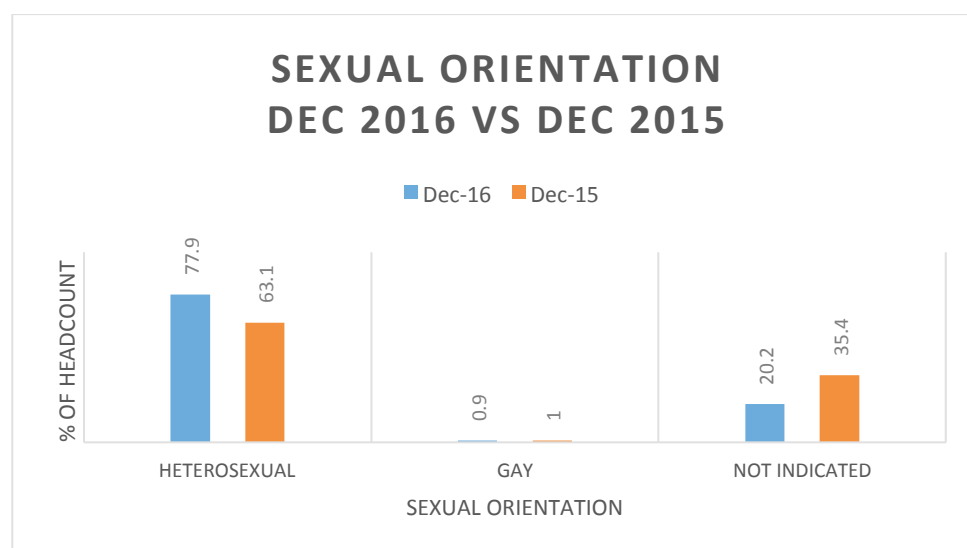
Where there are fewer than 5 staff in a category, the number of staff is not published. Given the small numbers in some categories – and for consistency purposes – no further breakout is given of this protected characteristic, as individual staff could otherwise be identified.

<b>Sexual Orientation</b>	<b>Total number of staff</b>	<b>Total % of overall headcount 2016</b>	<b>Total % of overall headcount 2015</b>
<b>Heterosexual</b>	456	77.9%	63.1%
<b>Bisexual</b>	N/P	N/P	N/P
<b>Lesbian</b>	N/P	N/P	0.2%
<b>Gay</b>	5	0.9%	1.0%
<b>Prefer not to say/ Not Indicated</b>	118	20.2%	35.4%

*Note: % figures are rounded; N/P = not published*

Sexual orientation, as a percent of headcount, December 2016 compared with December 2015

(note: the chart only illustrates the categories where numbers were published)



The chart above clearly illustrates the reduction in the percentage of staff who did not indicate/preferred not to say to which sexual orientation category they belonged (from 35.4% in 2015 to 20.2% in 2016). It also shows an increase in the heterosexual category (77.9% in 2016 compared with 63.1% in 2015). Other categories are very similar when compared with the previous year.

These differences can once again be explained by the College taking steps – identified earlier in this report - to encourage staff to disclose their protected characteristics, by explaining why it was important and how the data would be used.

These measures have resulted in a reduction of the non-disclosure rate from 35.4% in 2015 to 20.2% in 2016. However, it is noted that, although there is a decrease in the percentage of staff in the “prefer not to say/not indicated” category, a number of staff still chose not to disclose this protected characteristic. This indicates that further work should be undertaken by the College to increase the disclosure rate further. As outlined earlier, in recognition of this, as part of staff development day, the College has set up Equality Awareness-Raising Discussions.

Statistics, as they relate to the UK, give some perspective to these figures.

According to the Office for National Statistics: Sexual Identity, UK: 2015, released 5 October 2016 (available online at: <https://www.ons.gov.uk/releases/sexualidentityuk2015>):

“In 2015, the majority (93.7%) of the UK population identified themselves as heterosexual or straight.....”

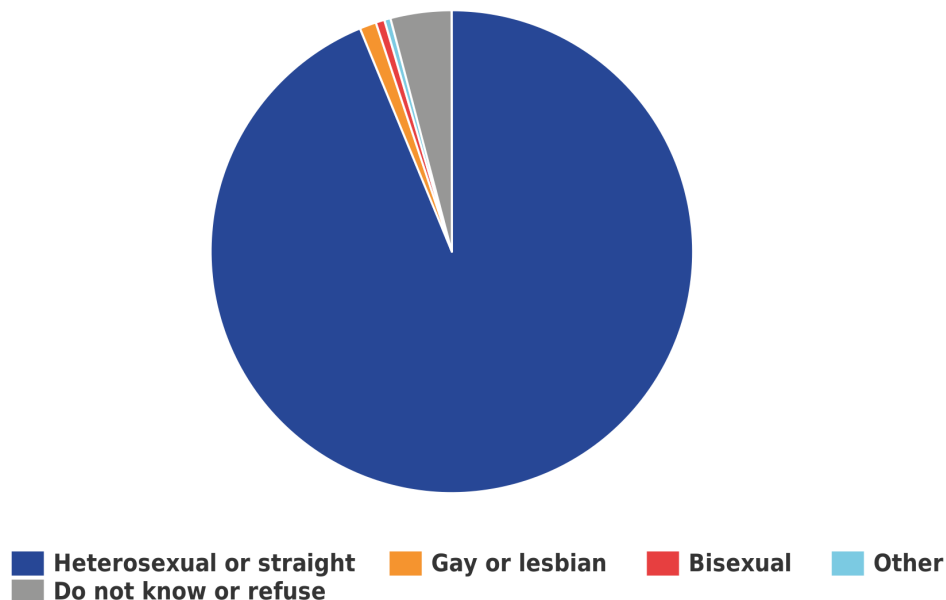
“In 2015, 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB).

1.1% who identified themselves as gay or lesbian  
0.6% who identified themselves as bisexual

More males (2.0%) than females (1.5%) identified themselves as LGB in 2015

A further 0.4% of the population identified themselves as “Other” which means that they did not consider themselves to fit into the heterosexual or straight, bisexual, gay or lesbian categories.

A larger group, 4.1%, refused or didn’t know how to identify themselves.



Within the countries of the UK, Northern Ireland had the highest percentage of the population identifying as LGB (1.9%), this was closely followed by England with 1.8% of the population. Scotland and Wales both had the lowest percentage (1.6%) identifying as LGB.”

Care must still be taken when drawing conclusions from the College results, as in spite of the improved disclosure rate there are still a number of staff who “did not indicate”. However, of those staff who did disclose this protected characteristic, it would appear that the overall College profile is broadly in line with that of the UK, in that the vast majority are in the “heterosexual/straight” category. The LGB profile for the College is broadly in line with that of the UK as a whole.

## Transgender/Gender reassignment

There are the same number of staff in 2016 and 2015 who disclosed that they are transgender. However, as there are fewer than 5 staff in the transgender category, the actual number is not reported.

In 2016, 187 indicated they did not change gender/had different gender than that assigned at birth; 397 were in the Not indicated/prefer not to say category.

This means that the largest category is “not indicated/prefer not to say” (67.9% of staff).

Given that so many staff were in this category – and of all the protected characteristics, this was the one with greatest number of number of staff not disclosing – further analysis was undertaken. From this, it appears that it is due to the way the Equal Opportunities form was designed:

### **GENDER** (please tick the relevant box)

☐ Female                      ☐ Male                      ☐ Other                      ☐ Prefer not to say

Do you now, or have you in the past, considered yourself to be transgender?

☐ Yes                      ☐ No                      ☐ Prefer not to say

Most staff (as outlined earlier in this report) completed the gender question, but omitted the transgender question, as it appears to be a sub-set, which did not require a further response.

It is suggested that the next form should be re-designed to make “Transgender” a heading in own right.

According to the Equality Challenge Unit “Trans Staff and Students in HE and Colleges: Improving Experiences”, November 2016 p9: “Data on the trans community in the UK is limited and estimates of the size of the community are primarily based on the number of people seeking medical assistance to transition. This means that trans people who are not medically transitioning are often not included in estimates of the size of the trans community.”

According to Trans Info, the number of people engaging with gender identity services UK as at end October 2015 is as follows:

Gender Identity Clinic	Patients	Last Quarter	% change Vs last qtr
Aberdeen Clinic	42	118	64% decrease
Chalmers Clinic, Edinburgh	397	328	21% increase
Inverness Clinic	-	28	-
Sandyford Clinic, Glasgow	914	373	145% increase
Sandyford GIDS, Glasgow	195	-	-
Scottish Grand Total	1548	-	-
UK-wide adult total	12680	10550	20% increase
UK-wide Grand total	14674	-	-

Source: Trans Info “Current Waiting Times & Patient Population for Gender Identity Clinics in the UK”, containing information for August-October 2015, updated in January 2016, p11

The ECU “Trans Staff and Students in HE and Colleges: Improving Experiences”, November 2016 goes on to state on p10: “The Equality and Human Rights Commission (EHRC) commissioned research that suggests approximately 1 per cent (650,000) of the UK population experiences some degree of gender variance (EHRC, 2012)”.

Given this, there some steps the College could take to eliminate any inadvertent discrimination and encourage trans staff to feel more comfortable in their working environment:

- change some of the use of pronouns in our documents eg use he/she/they...and not just he/she
- change use of terminology eg us terms such as parents/siblings instead of gendered terms such as mother/father or brother/sister
- either avoid titles entirely such as Mr/Mrs etc or add in the option of using Mx
- have gender neutral toilets in all campuses

## **Conclusion: Staff Equality Profile**

The College employs more women (328 in 2016; 342 in 2015) than men (257 in 2016; 258 in 2015).

The College introduced “other” as a gender category in its Equal Opportunities Monitoring forms in 2016, but no staff indicated “other” as a gender.

The percentage of male staff (in terms of overall headcount) in the College has risen slightly in 2016, to 43.9%, compared with 43.1% in 2015. Conversely, the percentage of female staff has fallen slightly to 56.1% in 2016, compared with 56.9% in 2015.

There has been a slight shift in terms of the part-time working gender split in the College: in 2016, of the College staff who work part-time (165), 81.2% (134) are female and 18.8% (31) are male. In 2015, of the 159 staff working part-time, 83.0% (132) were women, compared with 17.0% (27) being male.

The age profile of staff has remained fairly constant, with the majority of College staff being in the 30-44 and 45-59 age groups.

It should be noted that there has been an improvement in the College statistics, following a re-issuing of the Equal Opportunities form, but this time with further explanations regarding how the data would be used. This has led to a reduction in the percentage of staff in the “not indicated/prefer not say” categories, as follows:

- Ethnicity non-disclosure fell from 13% (of overall headcount) in 2015 to 8% in 2016
- Disability non-disclosure fell from 15.3% in 2015 to 9.2% in 2016
- Religion/belief non-disclosure fell from 31.3% in 2015 to 21.0% in 2016
- Marital status non-disclosure fell from 9.8% in 2015 to 4.6% in 2016
- Sexual orientation non-disclosure fell from 35.4% in 2015 to 20.2% in 2016



This has resulted in an increase in disclosure across the protected characteristics categories:

*Ethnicity:* the largest percentage of staff were in the White: Scottish category (increased to 70.9% of overall headcount in 2016, compared with 64.6% in 2015); other ethnicity categories were broadly similar, year-on-year, in percentage terms.

*Disability:* the percentage of staff in the “no disability” category rose to 83.2% of overall headcount in 2016, compared with 80.0% in 2015; the percentage staff in the “disability” category also rose: 7.5% in 2016, compared with 4.7% in 2015.

*Religion/belief:* the largest categories showed an increase. The “Christian” category increased to 41.7% of overall headcount in 2016, compared with 36.6% in 2015; the “no religion/belief” category increased to 34.0% in 2016, compared with 30.3% in 2015. Other religion/belief categories were broadly similar year-on-year.

*Marital status:* the biggest change was in the “single” category, which rose to 29.1% of overall headcount in 2016, compared with 25.6% in 2015. Other marital status categories were broadly similar year-on-year.

*Sexual orientation:* the biggest change was in the “heterosexual” category, which rose to 77.9% of overall headcount in 2016, compared with 63.1% in 2015. Other sexual orientation categories were broadly similar, year-on-year.

Transgender statistics remain constant in 2016 and 2015, but due to small numbers, are not reported in case individual staff can be identified. However, there were 397 staff (out of a headcount of 585) who were in the “not indicated/prefer not to say category”. Given the increases in disclosure for other protected characteristics, a further analysis revealed this to be due to a lack of clarity in the design of the Equal Opportunities form, which will now be rectified.

Although there has been an increase in disclosure across protected characteristics, more still need to be done to encourage staff to feel comfortable with their protected characteristics status.

The College will now identify actions which will feed into an action plan within the College’s Equality Outcomes Report.

## **Retention of Staff**

During 2016, 46 staff left the College, equating to a turnover of 7.8%. In 2015, there were 68 leavers, representing a turnover of 11.4%.

In 2016, an analysis was carried out on the reasons for staff leaving (please note that same data was not available for 2015, so a comparison cannot be made) to identify if there were any issues around particular protected characteristics.

## **Gender:**

More women left the College in 2016 (69.6%) than men (30.4%)

Of the staff who left the College during 2016:

32 were female (of whom 14 worked on a part-time basis)

14 were male (of whom none worked on a part-time basis)

Given that the College employs more women than men (328 women at December 2016, compared with 257 men), it would be expected that there are more women than men leavers. The same applies to part-time staff. More women work part-time (134 at December 2016) than men (31 at December 2016), so again it is to be expected that more female part-time staff are leavers than men.

#### **Age:**

The table below details the age profile of staff, compared with age profile of staff who left the College during 2016 as well as the main reason for leaving:

<b>Age group</b>	<b>Number of staff (at Dec 2016)</b>	<b>Number of leavers during 2016</b>	<b>Main reason for leaving</b>
16-29	51	7	New job
30-44	184	20	New job
45-59	296	8	New job
60-74	54	11	Retirement

This illustrates that the fewest leavers are in the age groups 16-29 and 45-59 and the greatest number of leavers are in the 30-44 and 60-74 age groups

With regards to the 60-74 age group, this is perhaps not surprising given that the majority of staff in this age profile left due to retirement. Staff retention appears to be greatest in the 45-49 age group. However, it appears that a disproportionate number of staff in the 30-44 age group are leaving the College – the majority of whom are leaving to move to a new job. The College should investigate this further.

#### **Marital status:**

The marital status profile of leavers is consistent with the wider staff profile, in that the majority of leavers were in the married category (27) and the majority of staff are also in the married category (338 as at December 2016). The next largest category is the single category (13 leavers; 170 staff as at December 2016). Other categories have fewer than 5 staff and so are not reported, but are in line with the wider staff marital status profile.

#### **Sexual Orientation**

The sexual orientation profile of leavers is also consistent with the wider staff profile in that the majority of leavers were in the “heterosexual” category (33) as are the majority of staff (456 as at December 2016). The next largest category was “not indicated” (12 leavers; 118 staff). Other categories are not reported due to small numbers but are in line with wider staff statistics.

#### **Transgender**

Leavers were in the “not indicated” category, which is consistent with wider staff profile where the majority of staff were also in this category.

## **Ethnicity**

The ethnicity of leavers is in line with the wider staff profile, in that the majority are in a white ethnic category (41 leavers; 519 staff as at December 2016). Other categories are not reported due to small numbers but are in line with wider staff statistics.

## **Religion/Belief**

The religion/belief profile of leavers is broadly similar to the wider staff profile, although slightly more people in the “no religion/belief” category left the College (18) with 199 staff being in this category as at December 2016, compared with 16 leavers in the “Christian” category (244 staff as at December 2016). 11 leavers were in the “not indicated” category (123 staff). Other categories are not reported due to small numbers but are in line with wider staff statistics.

## **Disability:**

The disability profile of leavers is consistent with the wider staff profile in that the overwhelming majority do not have a disability (37 leavers; 487 staff with no declared disability as at December 2016). There were fewer than 5 staff in the other categories so no further information is published.

## **Flexible Working Requests**

All flexible working requests that have come to HR have been approved and put in place.

## **Discipline/Grievance**

The number of disciplinaries/grievances in 2016 (that have gone beyond the investigation stage) is too small to report as staff could otherwise be identified.

## **Shared Parental leave**

The College has had no requests for shared parental leave.

## **Conclusion: Retention**

The College leaver profile is consistent with the staff profile e.g. more women left than men. This would be expected as the College employs more women than men. This is consistent across most categories, indicating that the College is retaining staff proportionately.

The one category where there was a discrepancy was in the age category 30-44, where a disproportionate number of staff left during 2016 (20 leavers in the age group). The College should, therefore, investigate why this is happening.

## **Recruitment of Staff**

The College had 37 vacancies which were advertised and filled during 2016, via its electronic recruitment system “Talentlink”. In addition, one SMT vacancy was advertised and appointed externally – and so is not included in these statistics (although it should be noted that the agency involved was appropriately briefed on equal opportunities’ compliance).

Unlike for staff data where, if there were fewer than 5 members of staff in a category, numbers were not published as staff could otherwise be identified, at the recruitment stage, all numbers are reported.

### Applications:

There were 790 applications for the 37 vacancies advertised and filled during 2016 via Talentlink.

The *gender* breakdown of the 790 applications is as follows:

Gender category	Number of applications	% of applications
Male	289	36.6%
Female	491	62.2%
Other	2	0.3%
Prefer not say	2	0.3%
Not indicated	6	0.8%

*Note: % figures are rounded and so may not total 100%*

This clearly shows that the College received the greatest number of applications from women. This would fit in with the College staff profile showing that it employs more female than male staff.

There were 22 full-time vacancies, attracting a total of 466 applications, of which 254 (54.5%) were in the female category; 207 (44.4%) were in the male category; 2 (0.4%) were in the other category; and 3 (0.6%) preferred not to say/did not indicate.

Overall, there were 15 part-time vacancies advertised, eliciting a total of 324 applications of which 237 (73.1%) were from women; 82 (25.3%) were from men and 5 (1.5%) did not indicate/preferred not to say. This illustrates that more women than men apply for part-time posts at the College.

The posts attracting the greatest number of applications (i.e. over 50 applications per post) were for Co-Ordinator/Information Assistant posts i.e. administration-type posts. These posts attracted 299 applications, of which 228 (76.3%) were from women.

7 of the 37 posts were in STEM/technical areas and accounted for 82 applications, where 65 (79.3%) applications were from men; 16 (19.5%) were from women and 1 (1.2%) did not indicate. This shows a male bias towards men applying for STEM/technology posts and goes against the general trend for there to be more applications from women.

4 of these STEM/technical posts were full-time; 3 were part-time. For the 3 part-time posts, there were a total of 21 applications, with 9 (42.9%) being from women. Of the 16 applications from women in STEM/technical areas, 9 (56.3%) were applications for part-time posts.

This analysis shows an uneven gender balance as regards applications for posts at the College and indicates that the College should take action in terms of the way in which it advertises vacancies.

The *ethnicity* breakdown of the 790 applications is as follows:

Ethnicity category	Number of applications	% of applications
White	669	84.7%
Black & Ethnic Minority (BME)	97	12.3%
Mixed	7	0.9%
Other	15	1.9%
Prefer not say	1	0.1%
Not indicated	1	0.1%

*Note: % figures are rounded*

This illustrates that the vast majority of applicants are in a white ethnic category, which is in keeping with the current College staff profile and broadly in line with wider statistics for Aberdeen/Aberdeenshire (see staff ethnicity section in this report). However, the number of BME applicants is higher than both the current staff College profile and the wider Aberdeen/Aberdeenshire statistics cited earlier in this report.

The *disability* breakdown of the 790 applications is as follows:

<b>Disability category</b>	<b>Number of applications</b>	<b>% of applications</b>
No disability	582	73.7%
Disability	73	9.2%
Prefer not to say	17	2.2%
Not indicated	118	14.9%

*Note: % figures are rounded*

The majority of those who applied for a vacancy are not disabled, which is in line with wider College and national statistics cited earlier in this report. However, it is notable that more applicants (14.9%) did not indicate than staff (9.2%). This indicates that the College should do more to encourage disclosure of disability status at the application stage and should investigate whether Talentlink can accommodate the College's disability information sheet (details of which are in the staff disability profile section of this report).

The *sexual orientation* breakdown of the 790 applications is as follows:

<b>Sexual orientation category</b>	<b>Number of applications</b>	<b>% of applications</b>
Heterosexual/straight	734	92.9%
Lesbian/Gay female	8	1.0%
Gay male	10	1.3%
Bisexual	8	1.0%
Other	2	0.3%
Prefer Not To Say	24	3.0%
Not indicated	4	0.5%

*Note: % figures are rounded*

Transgender

3 applicants declared they were not transgender; 6 "preferred not to say"; the remaining 781 did not indicate.

It is clear that the vast majority of applicants are in the heterosexual/straight category, which would be in line with wider staff statistics and national statistics detailed in the sexual orientation section of this report. What is notable, is that there is a low percentage of applicants who did not indicate/preferred not to say when compared with staff disclosure rates. It is notable that so many applicants were prepared to disclose sexual orientation, but not disability status.

The *religion/belief* breakdown of the 790 applications is as follows:

Religion/belief category	Number of applications	% of applications
Christian	255	32.3%
Muslim	34	4.3%
Hindu	13	1.6%
No religion/belief	412	52.2%
Other	8	1.0%
Prefer Not to Say	52	6.6%
Not indicated	16	2.0%

*Note: % figures are rounded*

This shows that the largest category of applicant is “no religion/belief” (52.2%), followed by the “Christian” category (32.3%). This compares with the Aberdeenshire profile of 48.7% being Christian and the next largest category being “no religion/belief” at 42.8%. For Aberdeen, however, Christian category accounts for 40.9% with “no religion/belief” accounting for 48.1%. (See religion/belief section of this report)

From this, it appears that there are fewer people in the Christian category applying for vacancies than in the wider population. However, there have been more applications from Muslims (4.3%), compared with an Aberdeenshire religion/belief profile of 0.6% and an Aberdeen profile of 1.9% (and 1.1% for Scotland as a whole).

The *marital status* breakdown of the 790 applications is as follows:

Marital status category	Number of applications	% of applications
Married/Civil Partnership	308	39.0%
Single	342	43.3%
Divorced	51	6.5%
Separated	15	1.9%
Widowed	7	0.9%
Prefer Not to Say	40	5.1%
Not indicated	27	3.4%

*Note: % figures are rounded and so may not total 100%*

This shows that the largest number of applicants are in the “single” category (43.3%) followed by the “married/civil partnership” category (39.0%). This compares with an Aberdeen marital status profile of 42.7% being married and 40.5% being single. For Aberdeenshire, the profile is 56% married, 27.3% single. For Scotland as a whole, 35.4% is single, with 45.4% being married (see marital status section of this report). The College staff profile is more in line with Aberdeenshire statistics, but applications appear to be more in line with Aberdeen/ Scottish figures.

The *age* breakdown of the 790 applications is as follows:

Age category	Number of applications	% of applications
16-24	128	16.2%
25-34	276	34.9%
35-44	212	26.8%
45-54	115	14.6%
55-64	49	6.2%
65+	1	0.1%
Not indicated	9	1.1%

This shows that College receives applications across all age groups, with the biggest categories being 25-34 years and 35-44 years.

#### *Pregnancy/maternity*

Pregnancy/maternity data are not collected during the recruitment process. These data are only collected for staff and are reported in the staff section of this report.

#### **Shortlisting**

Of the 790 applications for the 37 vacancies, 174 candidates were shortlisted.

The tables in this section detail the percentage of the 174 shortlisted candidates who are in each protected characteristic category. For comparative purposes, the percentage of the 790 applicants who are in the same protected characteristic category, is also given. So, for example, if 30% of applicants are in a given category, proportionately, one would expect around 30% of those shortlisted also to be in that category. These tables allow this comparison to be made.

The *Gender* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by gender:

Gender category	Number shortlisted	% of shortlisted	% of applications
Male	62	35.6%	36.6%
Female	106	60.9%	62.2%
Other	1	0.6%	0.3%
Prefer not say	0	0%	0.3%
Not indicated	5	2.9%	0.8%

*Note: percentage figures are rounded;*

This illustrates that roughly equal percentages, when compared with the percentage of applications by gender, are being shortlisted.

As regards full-time posts, of the 466 applications, 109 candidates were shortlisted.

48 male candidates were shortlisted (44.0%, compared with 44.4% of males who applied for full-time posts); 58 women were shortlisted (53.2%, compared with 54.5% of women who applied for full-time posts). 1 candidate was in the “other” gender category and 2 did not indicate.

This means that as far as full-time posts are concerned, the percentages being shortlisted are broadly in line with the percentages of applications, by gender.

In terms of part-time posts, out of a total of 324 applications, 65 were shortlisted:

14 male candidates were shortlisted (21.5%, compared with 25.3% of males applying for part-time posts) and 48 women were shortlisted (73.8%, compared with 73.1% who applied for part-time posts). 3 candidates did not indicate their gender.

This would show that slightly fewer men are being shortlisted than apply for part-time posts.

Out of the 82 applications for STEM/technical vacancies, there were 26 candidates who were shortlisted, of whom 18 were male (69.2%, compared with men accounting for 79.3% of applicants) and 7 were women (26.9%, compared with women accounting for 20.0% of applicants). One candidate did not indicate their gender.

So, a slightly higher percentage of women were shortlisted than applied for these posts.

Within this, however, there is a clear gender divide in terms of full-time/part-time work: Of the 7 candidates shortlisted (out of 21 applications) for the part-time posts, 5 were female (compared with 9 applications) and 2 were male (out of 11 applications).

Of the 19 candidates shortlisted (out of 61 applications) for the full-time vacancies, 16 were male (compared with 53 applications); 2 were female (compared with 7 applications) and one did not indicate.

The *Ethnicity* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by ethnicity:

<b>Ethnicity category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% of applications</b>
White	148	85.1%	84.7%
Black & Ethnic Minority (BME)	21	12.1%	12.3%
Mixed	2	1.1%	0.9%
Other	2	1.1%	1.9%
Prefer not say	0	0%	0.1%
Not indicated	1	0.6%	0.1%

*Note: % figures are rounded*

From this, it appears a similar percentage of candidates are being shortlisted when compared with the percentage of applicants by ethnicity category.

The *Disability* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by disability status:



<b>Disability category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% applicants</b>
No disability	133	76.4%	73.7%
Disability	20	11.5%	9.2%
Prefer not to say	3	1.7%	2.2%
Not indicated	18	10.3%	14.9%

*Note: % figures are rounded*

From this, it appears that the profile of those being shortlisted is broadly in line with the applicant profile.

The *Sexual Orientation* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by sexual orientation:

<b>Sexual orientation category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% of applications</b>
Heterosexual/straight	160	92.0%	92.9%
Lesbian/Gay female	3	1.7%	1.0%
Gay male	0	0%	1.3%
Bisexual	0	0%	1.0%
Other	0	0%	0.3%
Prefer Not To Say	9	5.2%	3.0%
Not indicated	2	1.1%	0.5%

*Note: % figures are rounded*

This would also indicate that the candidate profile of those shortlisted is broadly in line with applicant profile.

The *Religion/belief* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by religion/belief:

<b>Religion/belief category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% of applications</b>
Christian	53	30.5%	32.3%
Muslim	6	3.4%	4.3%
Hindu	6	3.4%	1.6%
No religion/belief	91	52.3%	52.2%
Other	13	7.5%	1.0%
Prefer Not to Say	2	1.1%	6.6%
Not indicated	3	1.7%	2.0%

*Note: % figures are rounded*

Again, this would indicate that the candidate profile of those shortlisted is broadly in line with applicant profile.

The *Marital Status* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by marital status:

<b>Marital status category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% of applications</b>
Married/Civil Partnership	82	47.1%	39.0%
Single	67	38.5%	43.3%
Divorced	9	5.2%	6.5%
Separated	3	1.7%	1.9%
Widowed	1	0.6%	0.9%
Prefer Not to Say	9	5.2%	5.1%
Not indicated	3	1.7%	3.4%

*Note: % figures are rounded and so may not total 100%*

This analysis shows a reversal of the “married/civil partnership” and “single” categories at the shortlisting stage, when compared with the application stage and makes the shortlisted stage. Given that a greater percentage of College staff are in the “married/civil partnership” category than “single”, the College should examine any possible unconscious bias.

The *Age* breakdown of the 174 shortlisted candidates is as follows and is compared with the percentage of applicants by age:

<b>Age category</b>	<b>Number shortlisted</b>	<b>% shortlisted</b>	<b>% of applications</b>
16-24	23	13.2%	16.2%
25-34	56	32.2%	34.9%
35-44	49	28.2%	26.8%
45-54	33	19.0%	14.6%
55-64	10	5.7%	6.2%
65+	0	0%	0.1%
Not indicated	3	1.7%	1.1%

This would indicate that the candidate profile of those shortlisted is broadly in line with applicant profile.

## **Appointments**

A total of 37 appointments were made via Talentlink

The tables in this section detail the percentage of the 37 appointments in each protected characteristic category. For comparative purposes, the percentage of the 174 shortlisted candidates in each protected characteristic category is also given, as is the percentage of the 790 applicants in each category. So, for example, if 30% of applicants are in a given category, proportionately, one would expect around 30% of those shortlisted and around 30% of those appointed also to be in that category. These tables allow this comparison to be made.

The *Gender* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by gender:

Gender category	Number appointed	% of appointments	% of shortlisted	% of applications
Male	13	35.1%	35.6%	36.6%
Female	23	62.2%	60.9%	62.2%
Other	0	0%	0.6%	0.3%
Prefer not say	0	0%	0%	0.3%
Not indicated	1	2.7%	2.9%	0.8%

*Note: % figures are rounded*

This shows a broad consistency from the application stage through to the appointed stage, in terms of gender category.

In terms of the 22 full-time posts, 10 men (45.4%) were appointed; 11 women were appointed (50.0%) and 1 person did not indicate.

This is broadly consistent with 44.4% of men applying for full-time posts and 44.0% of men who were shortlisted. Slightly more women applied for full-time posts (54.5%) and were shortlisted (53.2%) than were appointed.

In terms of the 15 part-time posts, 3 men (20.0%) were appointed and 12 women (80%). This clearly indicates that more women than men are being appointed to part-time posts.

This compares with

14 male candidates were shortlisted (21.5%, compared with 25.3% of males applying for part-time posts) and 48 women were shortlisted (73.8%, compared with 73.1% who applied for part-time posts). 3 candidates did not indicate their gender. In terms of part-time posts, out of a total of 324 applications, 66 were shortlisted:

As regards the 7 STEM/technical vacancies, 4 men were appointed and 3 women. Of the 4 men, 3 were full-time appointments; 1 was a part-time appointment. Of the 3 women appointed, 1 was a full-time appointment; 2 were part-time appointments.

The *Ethnicity* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by ethnicity:

Ethnicity category	Number appointed	% appointed	% shortlisted	% of applications
White	35	94.6%	85.1%	84.7%
Black & Ethnic Minority (BME)	2	5.4%	12.1%	12.3%
Mixed	0	0%	1.1%	0.9%
Other	0	0%	1.1%	1.9%
Prefer not say	0	0%	0%	0.1%
Not indicated	0	0%	0.6%	0.1%

*Note: % figures are rounded;*

This indicates that a greater percentage of people in a White ethnic category are appointed than apply or are shortlisted and that fewer BME candidates are appointed than apply or are shortlisted. Given this, the College should look at possibility of unconscious bias in its recruitment process.

The *Disability* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by disability status:

<b>Disability category</b>	<b>Number appointed</b>	<b>% appointed</b>	<b>% shortlisted</b>	<b>% applicants</b>
No disability	30	81.1%	76.4%	73.7%
Disability	4	10.8%	11.5%	9.2%
Prefer not to say	0	0%	1.7%	2.2%
Not indicated	3	8.1%	10.3%	14.9%

*Note: % figures are rounded*

This shows that slightly more people with no disability are appointed when compared with percentage of people with no disability at the application and shortlisting stages. A slightly greater percentage of people with a disability are appointed than apply, but fewer are appointed than are shortlisted.

The *Sexual Orientation* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by sexual orientation:

<b>Sexual orientation category</b>	<b>Number appointed</b>	<b>% appointed</b>	<b>% shortlisted</b>	<b>% of applications</b>
Heterosexual/straight	35	94.6%	92.0%	92.9%
Lesbian/Gay female	1	2.7%	1.7%	1.0%
Gay male	0	0%	0%	1.3%
Bisexual	0	0%	0%	1.0%
Other	0	0%	0%	0.3%
Prefer Not To Say	1	2.7%	5.2%	3.0%
Not indicated	0	0%	1.1%	0.5%

*Note: % figures are rounded*

This is broadly consistent from the application through to appointment stage, although slightly more people in the “heterosexual/straight” category were appointed, than applied.

The *Religion/belief* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by religion/belief category:

<b>Religion/belief category</b>	<b>Number appointed</b>	<b>% appointed</b>	<b>% shortlisted</b>	<b>% of applications</b>
Christian	16	43.2%	30.5%	32.3%
Muslim	0	0%	3.4%	4.3%
Hindu	2	5.4%	3.4%	1.6%
No religion/belief	18	48.6%	52.3%	52.2%
Other	0	0%	7.5%	1.0%
Prefer Not to Say	1	2.7%	1.1%	6.6%
Not indicated	0	0%	1.7%	2.0%

*Note: % figures are rounded*

This shows that more people in the “Christian” category were appointed than applied or were shortlisted and that fewer people with “no/religion/belief” were appointed than applied or were shortlisted.

Given that more staff in the College are in the “Christian” category (41.7%) than the “no religion/belief” category (34.0%), the College should examine the possibility of unconscious bias in its recruitment process.

The *Marital Status* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by marital status:

<b>Marital status category</b>	<b>Number appointed</b>	<b>% appointed</b>	<b>% shortlisted</b>	<b>% of applications</b>
Married/Civil Partnership	18	48.6%	47.1%	39.0%
Single	17	45.9%	38.5%	43.3%
Divorced	1	2.7%	5.2%	6.5%
Separated	0	0%	1.7%	1.9%
Widowed	0	0%	0.6%	0.9%
Prefer Not to Say	1	2.7%	5.2%	5.1%
Not indicated	0	0%	1.7%	3.4%

*Note: % figures are rounded and so may not total 100%*

The percentage of staff appointed in the “married/civil partnership” category is similar to the percentage shortlisted, but not to the percentage of people who applied for the vacancies. The percentage of people appointed is in line with the percentage of people who applied for the vacancies, but not to the percentage who were shortlisted. Given that the College employs more people in the “married/civil partnership” category than the “single” category, it should examine whether there is any unconscious bias in the recruitment process.

The *Age* breakdown of appointed candidates is as follows and is compared with the percentage of applicants as well as the percentage of those shortlisted, by age:

<b>Age category</b>	<b>Number appointed</b>	<b>% appointed</b>	<b>% shortlisted</b>	<b>% of applications</b>
16-24	9	24.3%	13.2%	16.2%
25-34	14	37.8%	32.2%	34.9%
35-44	8	21.6%	28.2%	26.8%
45-54	5	13.5%	19.0%	14.6%
55-64	0	0%	5.7%	6.2%
65+	0	0%	0%	0.1%
Not indicated	1	2.7%	1.7%	1.1%

This indicates that a disproportionate percentage of staff in the 16-24 age category are appointed when compared with the application and shortlisting stages.

In terms of the percentage of people appointed in the 45-54 age group, this is broadly consistent with the percentage of applications, but is lower than the percentage at the shortlisting stage.

These aspects should be investigated further.

## **Conclusion: Recruitment**

The College receives more applications from women (62.2%) than men (36.6%) and both shortlists and recruits more women than men.

It is of note that 45.5% of men and 50.0% of women were appointed to full-time posts (1 person did not indicate their gender). However, in terms of part-time posts, 80% of appointees were women and 20% were men.

The College appoints more people (94.6% of appointments) from a White ethnic category than either apply (84.7% of applications) or are shortlisted (85.1%). Conversely, it appoints fewer people from a BME ethnic category (5.4% of appointments) than apply (12.3% of applications) or are shortlisted (12.1% of those shortlisted).

In terms of disability, fewer candidates disclosed their disability status (14.9% of applications) than staff (9.2% of College staff did not disclose their status)

More people in the Christian category were appointed (43.2% of appointments) than applied (32.3% of applications) or were shortlisted (30.5% of those shortlisted). Conversely, fewer people in the no religion/belief category were appointed (48.6%) than applied (52.2% of applications) or were shortlisted (52.3% of those shortlisted).

As regards marital status, more people in the married/civil partnership category were shortlisted (47.1% of those shortlisted) and appointed (48.6%) than applied (39.0% of applications).

In terms of age, more people in the 16-24 age category were appointed (24.3% of appointments), compared with 16.2% of applications and 13.2% of those shortlisted.

Given these factors, the College should consider unconscious bias training for those involved in recruitment.

It should also focus on recruiting staff into non-traditional roles and improve staff diversity

- Making jobs more appealing to all protected characteristics (revise wording to be more gender-neutral etc)
- Revising job titles to address occupational stereotyping
- Highlighting flexible working/disability confident employer
- Assessing qualification levels (eg is a degree really necessary for a post – or would it put people off, who would otherwise be capable)

The actions identified in this report should feed into an action plan within the College's Equality Outcomes.

## **Key HR Performance Indicators**

### **1. Introduction**

- 1.1 The purpose of this report is to provide the Committee with Key Performance Indicators (KPIs) for the period October to December (Quarter 4).

### **2. Quarterly Statistics**

- 2.1 Attached at Appendix 1 is a detailed report for the period October to December 2016.

- 2.2 It is worth highlighting the following:

- Turnover for this quarter was 2.0%, compared with 3.9% in Q3 2016.
- Headcount and FTE rose in Q4 from 586 (FTE 522) to 590 (FTE 526) but this was due to replacing staff who had left in the previous quarter.
- There were 7 vacancies during Q4 with 3 being teaching staff posts and 4 being support staff posts. All vacancies were in the Aberdeen City Campus.
- The absence rate for Q4 rose to 4.0% compared with 2.5% in Q3 2016 with the average number of day's absence per employee rising to 2.61 in Q4, compared with 1.68 in Q3. This can largely be attributed to a rise in the number of staff with: coughs, colds, flu; gastrointestinal problems; stress/anxiety/psychiatric problems. It should, however, be noted that Q3 was the period over the summer holidays and the Q4 figures are more in line with Q1 and Q2.
- 69% of days lost due to sickness absence were due to long term absence in Q4, compared with 47% in Q3 2016. The main reasons for long term absence are anxiety/stress/other psychiatric illnesses, followed by benign and malignant tumours.
- The main reasons for short term absences are, headaches/migraines, gastrointestinal problems, followed by colds, coughs, and influenza.

- 2.3 The HR Team with line managers and Occupational Health are closely monitoring all cases of long term absence and frequent short term absence. The disproportionate amount of long term absence due to stress is due to individual cases in various areas with differing reasons and contributors for the absences. A staff wellness survey has also been sent out to all staff by Occupational Health, the results of which will be analysed and appropriate actions taken.

### **3. Recommendation**

- 3.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources





## **HR KPIs: Q4 October - December 2016**

### **Headcount**

The table below shows staff headcount (and FTE) on a month-by-month basis, for the period October - December 2016. The increase in this quarter is due, in particular, to lecturing staff who left in the previous quarter, being replaced.

	<b>October 2016</b>	<b>November 2016</b>	<b>December 2016</b>
<b>Lecturers</b>	296 (FTE 269)	299 (FTE 272)	303 (FTE 275)
<b>Support</b>	244 (FTE 215)	245 (FTE 216)	246 (FTE 217)
<b>Instructors</b>	29 (FTE 22)	29 (FTE 22)	28 (FTE 22)
<b>Guidance Tutors</b>	13 (FTE 12)	13 (FTE 12)	13 (FTE 12)
<b>Total</b>	<b>582 (FTE 518)</b>	<b>586 (FTE 522)</b>	<b>590 (FTE 526)</b>

*Note: "Lecturers" includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; "Support" includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students' Association*

*Note: FTE is rounded to the nearest whole number*

*Note: FTE for each staff category is rounded, so when added together may not equal the total FTE figure*

Small fluctuations in FTE can be explained by staff changes in the number of hours worked (part-time staff) and rounding.

### **Leavers**

The following table shows the number of leavers on a month-by-month basis as well as the total number of leavers for the quarter, with the greatest number of staff leaving in December.

	<b>October 2016</b>	<b>November 2016</b>	<b>December 2016</b>	<b>Total for the quarter October - December</b>
<b>Lecturers</b>	2	1	0	3
<b>Support</b>	1	1	6	8
<b>Instructors</b>	0	0	0	0
<b>Guidance Tutors</b>	0	0	1	1
<b>Total</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>12</b>

*Note: "Lecturers" includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; "Support" includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students' Association*

This table clearly shows that it is mainly support staff who have left, around the time of the Christmas holiday period.

## Turnover

As illustrated in the following table, staff turnover fell to 2.0% in Q4 2016, compared with 3.9% in Q3.

*Note: These figures are expressed as % of average quarterly headcount and are rounded to one decimal place*

On a month-by-month basis, turnover was highest in December.

	<b>October 2016</b>	<b>November 2016</b>	<b>December 2016</b>	<b>Turnover for the quarter October – December</b>
<b>Total staff turnover</b>	0.5%	0.3%	1.2%	2.0%

*Note: % figures are rounded to one decimal place*

*Note: Monthly staff turnover is calculated by taking the total number of leavers in the month divided by total staff headcount in that month x100*

*Note: Quarterly staff turnover is calculated by taking the total number of leavers in the quarter divided by average monthly staff headcount in that quarter x 100 i.e.*

*12 (leavers) / 586 (average staff quarterly headcount, rounded to nearest whole number) x 100*

The following table illustrates turnover by type of post

	<b>October 2016</b>	<b>November 2016</b>	<b>December 2016</b>	<b>Turnover for the quarter October-December</b>
<b>Lecturers</b>	0.7%	0.3%	0%	1.0%
<b>Support</b>	0.4%	0.4%	2.4%	3.3%
<b>Instructors</b>	0%	0%	0%	0%
<b>Guidance Tutors</b>	0%	0%	7.7%	7.7%

*Note: "Lecturers" includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; "Support" includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students' Association*

*Note: % figures are rounded to one decimal place*

*Note: Monthly lecturing (support etc) turnover is expressed as % of monthly lecturing (support etc) headcount*

*Note: Quarterly lecturing (support etc) turnover is expressed as % of average monthly lecturing (support etc) headcount in the quarter i.e.*

*3 lecturing leavers in qtr/ 299 average lecturing headcount (rounded to nearest whole number) in qtr x 100*

Although the percentage turnover for Guidance Tutors appears to be particularly high, this is because of the small numbers involved i.e. 1 Guidance Tutor leaver out of a total of 13 Guidance Tutors and so care should be taken not to attribute significance to this percentage figure.

Lecturing staff turnover was 1.0% this quarter, compared with 4.9% in Q3 and support staff turnover was 3.3% this quarter, compared with 2.9% in Q3.

*Note: These figures are expressed as % of average monthly headcount in the quarter and are rounded to one decimal place*

### **Vacancies**

#### **Vacancies by campus**

Type of post	Aberdeen	Fraserburgh	Altens	Other
<b>Teaching (Lecturer/Instructor/CQM)</b>	3	0	0	0
<b>Management (Inc. Head of School)</b>	0	0	0	0
<b>Support</b>	4	0	0	0
<b>Posts Withdrawn/On Hold</b>	0	0	0	0
<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **Appointments**

Of the 7 vacancies in this period: 6 appointments were made; 1 post is still open, no posts were withdrawn/on hold.

Type of post	Number of posts filled	Number of posts still open
<b>Teaching (Lecturer/Instructor/CQM)</b>	2	1
<b>Management*</b>	0	0
<b>Support</b>	4	0
<b>Total</b>	<b>6</b>	<b>1</b>

*\*Includes any post with "manager" in the job title*

The fixed-term Lecturer in Health Care post is still open. This post was originally advertised in November. However, as the successful candidate did not accept the role, it was re-advertised in Q1 2017.

## Absence

### Quarterly overview: October – December 2016

The table below details the number of working days lost to sickness absence in the period October - December 2016, with the biggest increase being in the Aberdeen City campus in December, with the Fraserburgh campus losing more working days to absence in October:

Campus	October 2016	November 2016	December 2016	Q4 2016
Aberdeen City	184	154	357	695
Fraserburgh	250	167	124	541
Altens	36	52	39	127
Total number of days of absence	470	373	520	1363
Days lost as % of days available to work	4.3%	3.2%	4.5%	4.0%

*Note: % figures are rounded to one decimal place*

*Note: % of days lost as % of days available to work is calculated as follows:*

*October: 470 (total days lost to absence) / 10878 (FTE in Month = 518 x 21 working days in October) x 100*

*November: 373 (total days lost to absence) / 11484 (FTE in Month = 522 x 22 working days in November) x 100*

*December: 520 (total days lost to absence) / 11572 (FTE in Month = 526 x 22 working days in December) x 100*

*Quarter: 1363 (total days lost to absence in quarter) / 33930 (average monthly FTE in quarter = 522 x 65 total working days in quarter) x 100*

The average number of days of absence per employee during this three month period rose to 2.61, compared with 1.68 days in Q3.

*(Calculated as the total number of working days lost in the quarter = 1363/522 i.e. the average monthly FTE in quarter)*

### Absence by Reason

Given the limitations of the sickness absence reporting available, absence by reason is broken out as follows:

Episodes of absence

Overall number of days lost to absence

Long-term absence

69% of all days lost due to sickness absence (i.e. 938 days lost out of a total of 1363 days) was due to long-term absence, defined as an absence of 28 days or more. This compares with 47% in Q3 2016.

### *Long-term absence*

The main reasons for long-term absence are given as:

<b>Reason for (long-term) absence</b>	<b>Number of working days lost Q4</b>	<b>Number of working days lost Q3</b>
Anxiety/stress/other psychiatric	244	100
Benign and malignant tumours	162	*
Other Known Causes	141	79

*\*Note: for quarterly reports, the top 3 reasons for absence are reported. This was not a top 3 reason for long-term absence in Q3 (gastrointestinal problems accounted for greatest number of working days lost at 110 days in Q3)*

This shows a clear rise in long-term absences related to stress/anxiety/psychiatric illnesses in this quarter. However, the number of days lost due to stress/anxiety/psychiatric illnesses in Q3 (100 days) was less than in Q2 (246 days) and Q1 (248 days), probably because Q3 covers the summer holiday period. This would seem to indicate that Q4 figures are more in line with the rest of the year.

Cancer-related illnesses were not one of the top 3 reasons for *long-term* absences in Q3 but did account *overall* for 133 working days lost in Q3 (see table detailing *overall* number of days lost due to sickness).

### *Episodes of absence*

In terms of number of episodes of absence, in the period October – December (Q4), the main reasons are as follows, compared with Q3:

<b>Reason</b>	<b>Number of absences* Q4</b>	<b>Number of absences* Q3</b>
Gastrointestinal problems	64	27
Cold, cough & flu	57	21
Headache/migraine	13	8

*\*Number of absences is defined as the number of instances of absence for this particular reason*

This illustrates a rise in the number instances of absence due to coughs/colds/flu as well as gastrointestinal problems, which is not unexpected over the start of the winter period. Q3 was also over the summer holiday period.

### *Overall absence*

A slightly different picture emerges when the *overall* number of days lost due to sickness, for all absences is looked at for Q4 (and compared with Q3):

<b>Reason for absence</b>	<b>Number of working days lost Q4</b>	<b>Number of working days lost Q3</b>
Anxiety/stress/other psychiatric	310	129
Gastrointestinal	255	98
Benign and malignant tumours	162	133
Other Known causes	162	143

This shows a clear increase in the overall number of days lost due to anxiety/stress/other psychiatric illnesses, as well as gastrointestinal problems, although the latter is not unexpected over the start of the winter months. The number of days lost to stress/anxiety/psychiatric illnesses in Q1 were 283 and in Q2 were 262. Q3 was over the summer holiday period.

Cancer-related illnesses also account for a considerable number of overall working days lost, both in Q4 and Q3.

The large number of days lost due to 'other known causes' has been looked at in more detail and has been found to be due to managers not categorising staff absences appropriately. The HR team are now following up on this and are advising managers on how to categorise an absence correctly. It appears that many of the days lost due to "other know causes" are actually in relation to operations and associated recovery.

In view of the increasing absence rates, Occupational Health has just undertaken an all-staff wellbeing survey. The findings from this survey will be analysed shortly and appropriate actions will be taken.

## **Appendix 1a**

### **Advertising of vacancies**

The following is a list of posts that have been advertised in the period October – December 2016 (all post are full-time unless otherwise specified):

#### **Support:**

Assistant HR Payroll & Pensions Officer  
Human Resources Administrator – Organisational Development (Part Time)  
Schools Liaison Administrator  
Student Funding Assistant

#### **Managers:**

None

#### **Teaching:**

Lecturer in Health Care x 2  
Lecturer in Music





## **Key HR Performance Indicators – Annual Report 2016**

### **1. Introduction**

1.1. The purpose of this report is to provide the Committee with Key Performance Indicators (KPIs) for the period January – December 2016.

### **2. Quarterly Statistics**

2.1 Attached at Appendix 1 is a detailed report for the period January to December 2016.

2.2 It is worth highlighting the following:

- Turnover has reduced to 7.8% in 2016, compared with 11.4% in 2015.
- Average monthly headcount fell to 590 in 2016, compared with 599 in 2015. Average monthly FTE for 2016 was 526 (no average monthly FTE figure is available for 2015, due to HR systems issues).
- There were 40 vacancies during 2016 with 21 being teaching staff posts, 18 being support staff posts and one being an SMT vacancy. 35 of the 40 vacancies were in the Aberdeen City Campus.
- The absence rate for 2016 has increased being 3.3% (compared with 2.3% in 2015 – although a slightly different method was used to calculate this figure in 2015, due to a lack of monthly average FTE figure being available at that time). The average number of day's absence per employee has increased to 8.6 in 2016, compared with 6.1 in 2015 (although a slightly different method was used to calculate this figure in 2015). This increase can largely be attributed to a rise in the number of staff on long term absence with stress/anxiety/psychiatric problems (see 2.3 below). The CIPD benchmark for public sector absence is 8.5 days per employee in 2016.
- 52% of days lost due to sickness absence were due to long term absence in 2016, compared with 46% in 2015. The main reasons for long term absence are anxiety/stress/other psychiatric illnesses, followed by benign and malignant tumours.
- The main reasons for short term absences are, headaches/migraines, gastrointestinal problems, followed by colds, coughs, and influenza.

2.3 The HR Team with line managers and Occupational Health are closely monitoring all cases of long term absence and frequent short term absence. The disproportionate amount of long term absence due to stress is due to individual cases in various areas with differing reasons and contributors for the absences. A staff wellness survey has also been sent out to all staff by Occupational Health, the results of which will be analysed and appropriate actions taken.

### **3. Recommendation**

3.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources



## **HR Annual Overview: 2016**

### **Headcount**

In 2016, the average monthly headcount was 590 and average monthly FTE for the year was 526. The average headcount for 2015 was 599 (note: no average FTE figure was available for 2015 due to issues with the HR system).

The table below shows that overall staff headcount (594 in January: 585 in December) and FTE (531 in January: 522 in December) have reduced during 2016.

<b>Month</b>	<b>Lecturer</b>	<b>Support</b>	<b>Instructors</b>	<b>Guidance Tutors</b>	<b>Total</b>
<b>January</b>	304 (FTE 277)	250 (FTE 221)	27 (FTE 21)	13 (FTE 12)	<b>594 (FTE 531)</b>
<b>February</b>	305 (FTE 277)	250 (FTE 220)	27 (FTE 21)	13 (FTE 12)	<b>595 (FTE 530)</b>
<b>March</b>	304 (FTE 276)	249 (FTE 219)	27 (FTE 21)	13 (FTE 12)	<b>593 (FTE 528)</b>
<b>April</b>	305 (FTE 277)	246 (FTE 216)	28 (FTE 22)	14 (FTE 13)	<b>593 (FTE 528)</b>
<b>May</b>	304 (FTE 275)	245 (FTE 217)	29 (FTE 22)	14 (FTE 13)	<b>591 (FTE 527)</b>
<b>June</b>	303 (FTE 275)	245 (FTE 216)	29 (FTE 22)	14 (FTE 13)	<b>591 (FTE 526)</b>
<b>July</b>	305 (FTE 277)	244 (FTE 215)	29 (FTE 22)	14 (FTE 13)	<b>592 (FTE 527)</b>
<b>August</b>	308 (FTE 280)	242 (FTE 214)	29 (FTE 22)	13 (FTE 12)	<b>592 (FTE 528)</b>
<b>September</b>	299 (FTE 272)	245 (FTE 216)	29 (FTE 22)	13 (FTE 12)	<b>586 (FTE 521)</b>
<b>October</b>	296 (FTE 269)	244 (FTE 215)	29 (FTE 22)	13 (FTE 12)	<b>582 (FTE 518)</b>
<b>November</b>	299 (FTE 272)	245 (FTE 216)	29 (FTE 22)	13 (FTE 12)	<b>586 (FTE 522)</b>
<b>December</b>	298 (FTE 273)	247 (FTE 217)	29 (FTE 22)	13 (FTE 12)	<b>585 (FTE 522)</b>
<b>Average for 2016</b>	303 (FTE 275)	246 (FTE 217)	28 (FTE 22)	13 (FTE 12)	<b>590 (FTE 526)</b>

*Note: Lecturer includes CQMs and FMs; Support includes all staff on support contracts (excluding Instructors and Guidance Tutors)*

*Note: FTE is rounded to the nearest whole number; Average figures are the sum of the monthly figures divided by 12 and rounded to nearest whole number*

Slight variation in headcount/FTE for Instructors in April/May is due to annualised hours' contracts (where headcount increases but FTE does not) and minor fluctuations in support staff/lecturing FTE can be explained by changes in the number of hours being worked by part-time staff and rounding.

### **Leavers**

The following table below shows that of the total of 46 leavers during 2016, with the greatest number of staff, in particular lecturing staff, leaving around the time of the summer holidays/end of the academic year and for support staff around Christmas.

This compares with a total of 68 leavers in 2015, of whom 30 were lecturing staff and 38 were support staff (note: no further breakout of support staff leavers was available in 2015).

Month	Lecturer	Support	Instructors	Guidance Tutors	Total
January	2	1	0	0	3
February	1	1	0	0	2
March	0	2	0	0	2
April	1	1	0	0	2
May	1	0	0	0	1
June	0	1	0	0	1
July	3	2	0	1	6
August	10	2	0	0	12
September	2	3	0	0	5
October	2	1	0	0	3
November	1	1	0	0	2
December	0	6	0	1	7
<b>Total in 2016</b>	<b>23</b>	<b>21</b>	<b>0</b>	<b>2</b>	<b>46</b>

*Note: Lecturer includes CQMs and FMs; Support includes all staff on support contracts (excluding Instructors and Guidance Tutors)*

### Turnover

Staff turnover for 2016 was 7.8%.

*(total of 46 leavers in 2016 divided by 590 i.e. the average monthly staff headcount in the year x 100)*

This compares with a total staff turnover of 11.4% in 2015

*(i.e. 68 leavers in 2015 divided by an average monthly staff headcount of 599 x 100)*

According to XpertHR's "Labour Turnover Rates 2016" publication, published 24 October 2016, the average total labour turnover rate (all employers) was 21.5% in 2015, with the average total labour turnover rate (public sector) being 13.6% in 2015.

Turnover for 2016 by staff category is as follows:

Staff category	Turnover in 2016
Lecturing staff	7.6%
Support staff (excluding Guidance tutors/Instructors)	8.5%
Instructors	0%
Guidance Tutors	15.4%

*Calculated as follows: number of leavers in the staff category in 2016 divided by the average monthly headcount in that staff category in 2016 x 100*

Care should be taken when interpreting the significance of the guidance tutor turnover figure. Although the guidance tutor turnover seems to be high, this is because of the small numbers involved i.e. 2 leavers in 2016 out of an average monthly headcount of 13.

## Vacancies

The College had 40 vacancies in the period January – December 2016, the majority of which were for positions in the Aberdeen City Campus:

Vacancy	Aberdeen	Fraserburgh	Altens	Other	Total
Teaching	18	0	2	1	21
Support	16	2	0	0	18
Manager/SMT	1	0	0	0	1
Post withdrawn/ on hold	0	0	0	0	0
<b>Total</b>	<b>35</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>40</b>

These vacancies were advertised via Talentlink, with the exception of the Principal's post, where recruitment was conducted via an external search agency.

## Appointments

Of the 40 vacancies in the period January-December 2016, 38 appointments were made and 2 positions were still open.

Vacancy	Number of appointments
Teaching	20
Support	17
Manager/SMT	1
<b>Total</b>	<b>38</b>

## Absence 2016

### Annual overview 2016

The table below details a rise in the number of days lost to sickness absence during 2016, compared with 2015, across all campuses:

Campus	Number of days lost in 2016 (Average headcount in 2016 = 590)	Number of days lost in 2015 (Average headcount in 2015 = 599)
Aberdeen	2334	1789
Fraserburgh	1505	1208
Altens	664	590
Total number of days lost to absence	4503	3587
Days lost as % of days available to work	3.3%	2.3%**

*Note: % figures are rounded to one decimal place*

*Note: % of days lost as % of days available to work is calculated as follows:*

*4503 (total days lost to absence) / 137286 (average monthly FTE in 2016 = 526 x 261 working days in 2016) x 100*

*\*\* Note in 2015, this was calculated in a slightly different way – i.e. overall FTE and not average FTE – due to issues with FTE information. Overall FTE (of 587 in 2015) was the combined FTE of all staff who were employed by the College at some point during 2015*

In order to give some perspective to the levels of College sickness absence, it is useful to look at the average number of days' absence per employee in a year:

For the College in 2016, this was 8.6 days per employee

*(calculated as follows: total number of working days lost in the year = 4503 / 526 (average monthly FTE in 2016))*

In 2015, this figure was 6.1 days per College employee

*(although as outlined earlier, this was calculated in a slightly different way, using overall FTE in 2015 and not average FTE).*

This compares with an average of 6.3 days per employee in 2016, according to the CIPD Absence Management Survey: 2016 (p4) and 6.9 days per employee in 2015 (CIPD Absence Management Survey 2015, p4).

The average level of *public sector* absence fell slightly to 8.5 days per employee in 2016, according to the CIPD's 2016 Absence Management Survey: Public Sector Summary (p2), compared with 8.7 days in 2015 (CIPD 2015 Absence Management Survey: Public Sector Summary p2).

This means that in 2016, the College had a higher rate of absence than the average absence rate and the slightly higher than the average public sector absence rate (as identified by the CIPD).

### **Reasons for absence**

Given the limitations of the sickness absence reporting available, absence by reason is broken out in the following way:

- Episodes of absence
- Overall number of days lost to absence
- Long-term absence

#### *Long-term absence*

In 2016, 52% of all days lost due to sickness absence (i.e. days 2349 lost out of a total of 4503 days) were due to long-term absence, defined as an absence of 28 days or more. This compares with 46% of all days lost being due to long-term absence in 2015.

The main reasons given for long-term absence, defined as an absence of 28 days or more, are:

<b>Reason (long-term absence)</b>	<b>Number of working days lost in 2016</b>	<b>Number of working days lost in 2015</b>
Anxiety/stress/other psychiatric	838	237
Benign and malignant tumours	336	472
Other Known Causes	272	*
Heart, Cardiac and circulatory	196	50

*\*In 2015, only the top 3 reasons for long-term absence were reported and this was not one of them*

This shows a clear rise, in particular, of the number of long-term absences due to stress/anxiety/psychiatric illnesses. As stated at 2.3 above this is due to individual cases of long term stress related absences across College departments for varying reasons.

According to the CIPD's Absence Management Survey: 2016 (p17), stress followed by acute medical conditions (e.g. stroke, heart attack, cancer), then mental health problems and musculoskeletal injuries are the major causes of long-term absence.

In 2015, according to the CIPD's Absence Management Survey: 2015 (p19), the major causes of long-term absence were: acute medical conditions e.g. stroke, heart attack and cancer), stress and mental health problems. These were also major causes of long-term absence for the College in 2015.

### *Episodes of absence*

In terms of the number of episodes of absences during 2016, the main reasons are as follows and are very similar to the figures for 2015:

<b>Reason</b>	<b>Number of absences in 2016</b>	<b>Number of absences in 2015</b>
Gastrointestinal problems	178	176
Cold, cough & flu	172	174
Headache/migraine	52	55

*\*Number of absences is defined as the number of instances of absence for this particular reason*

According to the CIPD's Absence Management Survey: 2016 (p14), the most common cause of short-term absence is minor illness (e.g. colds/flu, stomach upsets, headaches), followed by stress and musculoskeletal injuries. In 2015, according to the CIPD's Absence Management Survey: 2015 (p15), the major cause of short-term absence is "minor illness (for example colds/flu, stomach upsets, headaches and migraines)".

The College would, therefore, appear to be in line with the wider CIPD figures for both 2016 and 2015.

### *Overall absence*

As regards the *overall* number of working days lost in 2016 (compared with 2015), for all absences, the main reasons are as follows:

<b>Reason</b>	<b>Number of working days lost in 2016</b>	<b>Number of working days lost in 2015</b>
Anxiety/stress/other psychiatric	970	463
Gastrointestinal problems	640	384
Other known causes	509	*

*\*In 2015, the top 3 reasons for overall absence were reported and this was not one of them*

This gives a different picture of the main reasons for absence, as this takes into consideration the length of time a member of staff was absent as opposed to an "episode" of absence.

Again, this shows a significant increase in the number of days lost to anxiety/stress/psychiatric illness. In total it accounted for 21.7% of all sickness absence in 2016, with the next highest category of absence being gastrointestinal problems, which accounted for 14.4% of all sickness absence in 2016.

According to the CIPD Absence Management Survey 2016, two-fifths of organisations reported a rise in mental health problems over the past year, with the public sector being twice as likely as the private sector to report an increase.

In order to help address the increase in staff absence in 2016, HR worked with Occupational Health to produce an Employee Wellbeing Survey.

This survey covered the following areas:

- Workplace practices
- Occupational health and safety
- Your health & wellbeing – Physical activity
- Your health & wellbeing - Mental health & wellbeing
- Your health & wellbeing – Violence and aggression

As of 09 February 2017 it was reported that 30% of staff had completed the survey.

HR will use the information gathered from this survey to help identify perceived stressors within the workplace alongside any other areas of concern. Once gathered HR will work in conjunction with line managers and the Occupational Health team to address identified issues.



## Key Health and Safety Performance Indicators

### 1. Introduction

- 1.1 The purpose of this report is to provide the Committee with information on key performance indicators relating to the College's Health and Safety function.

### 2. Accident Statistics

- 2.1 Accident statistics for the period 01 August 2016 to 10 February 2017 are noted in the table below with comparative information for previous years:

Academic Year	2012-13	2013-14	2014-15	2015-16	2016-17
Total number of accidents North East Scotland College	77 of which 11 were reported to HSE	43 of which 4 were reported to HSE	45 of which 6 were reported to HSE	40 of which 8 were reported to HSE	17 of which 1 was reported to HSE

- 2.2 The accidents which were reported to the HSE under requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) involved:

IP was prepping vegetables with a knife, hand slipped and he cut his finger. First aider dressed wound and he was referred up to local casualty to be re-dressed. Student returned to College (Fraserburgh).

- 2.3 An analysis of the accidents in the period 01 August 2016 to 10 February 2017 shows that they involved the following:

Category	Total
Students	15
School Pupils	1
Employees	1
Contractors	0
Members of the Public	0
<b>Total</b>	<b>17</b>

2.4 The categories of accidents were as follows:

Injury	Total
Cut	4
Burn	3
Eye Ingress	0
Twist	0
Fracture	2
Sprain/Strain	2
Puncture	0
Dizzy	0
Bump/Knock	0
Slip/Trip	2
Dislocation	1
Bruise	3
<b>Total</b>	<b>17</b>

Breakdown by Site	Total
Aberdeen City Campus	8
Altens Campus	1
Aberdeen Sports Village	2
Craibstone Campus	1
Fraserburgh Campus	5
Clinterty Campus	0
Peterhead Maritime Centre	0
Ellon Campus	0
Inverurie Centre	0
Macduff Learning Centre	0
<b>Total</b>	<b>17</b>

### 3. Work Placement Visits

3.1 The following table shows the number of visits which were undertaken in the period 01 August 2016 to 10 February 2017:

Number of Visits to be undertaken in this period	% of Visits Undertaken
105	100

#### **4. Approved Contractor List**

- 4.1 External contractor companies must be approved by the Head of Health, Safety and Security before carrying out work for the College. This is to ensure that all contractors comply with relevant health and safety standards and are generally a contractor the College is satisfied is of good standing.
- 4.2 The following table provides details of the total number of companies currently approved to carry out work in North East Scotland College, and the number removed from the list for failing to meet College safety standards in the period 01 August 2016 to 10 February 2017:

No. of Approved Contractors	No. Removed from List
222	0

- 4.3 The continued low level of contractors being removed from the approved list demonstrates the initial checks are working well and only companies with a positive, healthy safety culture are approved to work on behalf of the College.

#### **5 Workplace Dust Monitoring**

- 5.1 Under the Control of Substances Hazardous to Health Regulations (COSHH) a duty is placed on employers to ensure the risk from workplace exposure to dust is removed, so far as reasonably practicable.
- 5.2 Checks to measure the concentration of inhalable and respirable dust in the air are undertaken by the Health and Safety Team.
- 5.3 All construction and joinery workshops are included in this programme.
- 5.4 Each workshop is sampled for respirable dust using a direct reading dust monitor; this monitor also provides the facility for inhalable and thoracic dust checks.
- 5.5 The following table provides details of the number of dust samples taken and the number of any inspections that fell below statutory limits in the period 01 August 2016 to 10 February 2017:

No. of Dust Samples Required	No. of Samples Completed	Results
3	3	All recorded levels were found to be below statutory limits

#### **6. Food Hygiene Inspections**

- 6.1 In order to ensure that the College complies with the Food Safety Act 1990, the Food Labelling Regulation 1996 (as amended), the General Food Regulation 2004 and the Food Hygiene (Scotland) Regulations 2006, the Health and Safety Team carry out a programme of kitchen inspections.
- 6.2 A member of the Health and Safety Team is a qualified Food Hygiene Inspector.
- 6.3 All kitchens including training and contractor controlled areas are included in the programme.

- 6.4 The following table shows details of the number of kitchens inspected and any that fell below the required standard in the period 01 August 2016 to 10 February 2017:

No. of Food Hygiene Inspections Required	No. of Inspection Completed	Results
5	5	All Passed

## **7. OHSAS 18001 Certification Audit**

- 7.1 A 2 day audit testing the College's health and safety management system was completed on the 08 and 09 February 2017.

- 7.2 The scope of the audit related to;

- Arrangements for student placements in external providers
- Emergency response arrangements and testing
- Competence, training and awareness
- Accident/Incident and near miss reporting system
- Top management interview
- Review into control of contractors
- Review of policy, objectives, reporting and review
- Internal audit arrangements
- Campus tour and interviewing staff
- Risk assessment review.

- 7.3 Zero Non-conformances were identified, the audit result was considered "strong".

## **8. Recommendation**

- 8.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources

## **HR Priorities and Strategy Implementation**

### **1. Introduction**

- 1.1 The purpose of this paper is to update the Committee on progress regarding the key HR priorities.

### **2. The HR Priorities**

- 2.1 The HR Priorities have been updated to reflect the current status and progress to date - see Appendix 1.

### **3. Recommendation**

- 3.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources



## HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT PRIORITIES 2016-17

JOINT HR AND OD PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
Develop and implement Employee Engagement Strategy and Action Plan		As agreed at the Leadership Team this is the next phase of the Vision and Values work.	S September 2016 E July 2017		<p>A framework approach to Employee Engagement has been developed. It is intended that this framework will be used:</p> <ul style="list-style-type: none"> <li>➤ To support effective team working in the daily work of the College</li> <li>➤ When developing a shared strategic vision for the College</li> <li>➤ Where planned change may impact on the working lives of employees</li> <li>➤ When gathering feedback and the views of employees</li> <li>➤ As a core part of the College's approach to continuous improvement</li> </ul> <p>This framework is due to be discussed with the Leadership Team.</p>
Review of Induction and Probation Processes		Map current processes to develop a more streamlined, efficient and joined up approach between HR, OD and line managers. Incorporate into new Intranet/HR and Payroll Systems	S June 2016 E 31 October 2017		<p>New intranet will have an on-boarding area, work is on-going to map processes, investigating the links between induction and probation and the new HR payroll system. Induction/Probation process.</p>

ORGANISATIONAL DEVELOPMENT PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
Leadership Development and Succession Planning		360 Feedback pilot and development planning complete. 360 reviews and the creation of individual development plans will be extended to all leaders throughout the academic year.	S 01 September 2016 E 30 June 2017		360 degree pilot was well received but further planning needed as to how to implement more widely as highlighted in the IIP report.  This also links into the review of performance management.
To deliver the IIP Action Plan		To work towards achieving Gold Standard following the completion of appropriate reviews.	E December 2018 Next interim review December 2017		IIP Action Plan in place to take us to the next interim review in December 2017.
Performance Review		Following feedback received from the IIP review and internal audit, a full review of performance management review processes to be undertaken.	31 March 2017		A series of consultation events is being arranged with key stakeholders.



HR PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
HR and Payroll Systems Replacement Project			01 September 2016 E 31 October 2017		Out for open tender which will close in April 2017.
Gender Pay Gap Reporting		It is necessary to prepare for the April 2017 statutory requirement to publish our gender pay gap information.	S September 2016 E April 2017		Reports complete due to be published by 30 April 2017.
Renewal of Protocol National contract		Due for renewal in July 2017.	S December 2016 E 31 July 2017		Work underway to re-let this contract.
Implementation of outcomes from National Collective Bargaining		This section will be updated as the outcomes become clearer.	On-going		

KEY - Priorities	
	High Priority
	Medium Term Priority
	Longer Term Priority

KEY - RAG	
	On track
	Possible risk of not achieving deadline
	High risk of not achieving deadline



## **National Collective Bargaining and Workforce for the Future**

### **1. Introduction**

- 1.1 The purpose of this paper is to update the Committee on the current status of National Collective Bargaining and Workforce for the Future. It should be noted that the information is subject to update and change and further information can be provided orally in the meeting.

### **2. Support Staff**

- 2.1 There is an outstanding issue concerning the interpretation and implementation of the 2015-16 Pay Agreement with regard to annual leave. The Unions claim that some colleges have failed to implement the agreement which stated that the minimum annual leave entitlement in the college sector will be 27 days with effect from 01 April 2015. The issue has arisen over how flexible days and fixed days/public holidays have been applied across the sector, with the Unions wanting 27 days basic flexible annual leave plus 12 days public/fixed holidays.
- 2.2 This is not acceptable to the management side and work is on-going via a Sub-Committee of the Support Staff Side Table to find an equitable solution. Until this is resolved the Unions do not consider that the 2015-16 pay agreement has been honoured and are refusing to talk about annual leave entitlements going forward.
- 2.3 Meanwhile, following an NJNC Support Staff Side Table Meeting the Support Staff Trade Unions remain positive about progressing a "one workforce" approach and to taking forward the Workforce for the Future work streams.

### **3. Lecturing Staff**

- 3.1 Following an NJNC Side Table Lecturing, the EIS maintained their position that pay, and the mechanism required to move to the top of the agreed salary scale, is an entirely separate proposition to conditions of service.
- 3.2 The management side negotiating team stressed the Employers' Association position that pay and terms and conditions are "inextricably linked" and the March 2016 Agreement is a total package. It has been made clear to the EIS that there will be no movement towards harmonisation of pay until such time as core terms and conditions are agreed.
- 3.3 The management side continue to try to explore with the EIS how a migration and harmonisation plan and mechanism for promoted and un promoted lecturers could work.
- 3.4 Following a lengthy meeting, with the EIS setting an artificial deadline (Friday 10 February 2017) to reach agreement on all aspects of the March 2016 Agreement, the EIS have stated that the management side have acted in bad faith and declared a dispute. An indicative ballot for industrial action was sent out on 17 February 2017. Therefore, the gap between the employers and the EIS remains wide and it is anticipated that the Union will ballot members on industrial action in Spring 2017.

### **4. Workforce for the Future**

- 4.1 The Employers' Association have developed a Vision and Mission Statement for Workforce for the Future (see Appendix 1).
- 4.2 Work continues to develop new contracts and ways of working, however, this is proving extremely challenging and the options favoured by the Unions continue to be unaffordable. There are certainly difficult choices and challenges ahead.

**5. Recommendation**

5.1 It is recommended that the Committee note the contents of this paper.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources



## **Workforce for the Future Tuesday 10 January 2017 – Vision and Mission Statement**

### **Context Statement**

The vision for the college sector is:

***“Scotland’s Colleges – enthusing, inspiring, educating people in all communities regardless of their educational, social or economic background to deliver skills and learning for a prosperous Scotland.”***

In delivering this vision, colleges play a huge role in creating our future economic workforce. It is therefore essential that our aims and ambitions for our own workforce mirror those of the sector with the primary driver being to ensure the learner journey is as effective and efficient as possible. National Bargaining is key to ensuring that this is applied in a consistent and equitable manner.

Our staff are crucial to the delivery of the sector vision, and as such, we have developed a vision for the college workforce which reflects the need for ongoing development, financial sustainability, flexibility and collaborative working.

### **Mission Statement**

Our staff effectively contribute to Scottish society and the economy through providing a range of learning experiences to create a highly skilled workforce.

### **Vision for the Workforce**

Our staff will deliver the needs of the learners and external stakeholders by being highly skilled, motivated and empowered.

### **Strapline**

Together, everyone achieves more.

### **Strategic Principles**

The vision and mission statement are underpinned by five strategic principles for success and continuous improvement:

1. Excellence
2. Sustainability
3. Integration
4. Partnership
5. Adaptability.

In turn, these principles are supported by specific outcome statements:

## **1. Excellence**

- We will adopt creative approaches including assessing and recognising learning which takes place at any time.
- Our students will be partners in their learning – they will receive support and interaction from a team of specialists who will help them navigate through the learner journey.
- Our staff will continue to develop their professional/subject knowledge, skills, and maximise the use of current technologies/methodologies.
- Our staff will be creative, student focused, reflective and evaluative. Staff will have outcomes and deliverables measured through professional competency mechanisms.
- Colleges will be seen as excellent places to work and learn; staff are happy and proud to work for them.
- Our staff will exemplify excellence in world class education and be recognised internationally.
- We will develop, apply, and maintain sets of professional standards at a level of excellence for staff at all levels across the workforce.

## **2. Sustainability**

- We will ensure that delivery of the learner journey will maximise current technology and will be effective and efficient.
- The learner journey will be supported by staff across the workforce and will be delivered over a rolling annual period.
- We will develop modern employment terms and conditions which support the flexible service delivery required.
- Our staff will take ownership of operating in an efficient and effective manner, contributing to the best value of our colleges and for our learners.

## **3. Integration**

- Staff will play a key role as active members of education partnerships at local and national levels.
- Staff will work together to provide an integrated seamless service for learners.
- Staff will be ambassadors for the college sector.
- Colleges will be the main destination of choice for learners.

## **4. Partnership**

- Staff will develop and maintain strong partnerships with employers and other stakeholders to influence planning, design, and the delivery of the curriculum.
- We will have confidence in the relevance of our programmes to employers and other partners.
- We will have excellent employee relations where staff and the trade unions are an integral part of the decision making process and the day-to-day operations of the college.
- Staff will feel that they are treated equally, are highly valued for the role that they play, and are enabled to develop.

## **5. Adaptability**

- We will deliver an adaptable, individualised and 'destination ready' service for all learners.
- Our staff will be a flexible workforce who recognise and appropriately address individual needs.
- We will offer motivating and engaging learning, with more project based, independent and group work experiences.
- Staff will be equipped and supported to deal with internal and external changing environments, enabling them to be resilient and adaptive to change.





## **Report on Organisational Development Activity**

### **1. Introduction**

- 1.1 The purpose of this report is to provide the Committee with an update on the key activities of the Organisational Development Team.

### **2. Professional Development Days**

- 2.1 The first Professional Development Day of academic year 2016-17 was held on 23 January 2017. 37 separate sessions took place. These were attended by 236 staff.
- 2.2 The sessions organised ranged from a variety of learning technologies events, through to equality awareness raising events. The majority of the sessions arranged were in response to direct requests from staff and also areas identified by the College as a priority training area, e.g. equal opportunities awareness. Whilst the majority of sessions were run by College staff, a number of external providers were also engaged to deliver training sessions.
- 2.3 Internal feedback was positive. For 92% of the sessions that ran a minimum of 75% of staff completing the survey either agreed or strongly agreed that the courses meet their needs. For 84% of the courses a minimum of 75% of respondents rating the course as excellent or very good.
- 2.4 Overall 40% of College employees engaged in the Professional Development Day. It is the aim of the Organisational Development Team to increase participation at the Professional Development events due to run in June 2017. In order to ascertain why some staff did not engage in the events and to get some more general feedback, an online survey was issued. Feedback indicated that there were a variety of reasons for non-engagement. Some staff had other work commitments and were unable to attend an event. Others said that there was nothing that interested them on the programme. Some support staff felt that the sessions were more geared towards teaching staff.
- 2.5 As part of the survey, staff were also asked what events they would like to see in the future. There were a number of common themes arising from this question and these will be taken into consideration when arranging events for the next Professional Development Days in June.
- 2.6 As there are two Professional Development Days timetabled for June it has been decided that one of these will be more of an informal training day where staff can take part in events that are recreational rather than work-related and will give staff the opportunity to develop wider skills and network with colleagues from other campuses. This idea has been extremely well received. Managers have been asked to collate and feedback any suggestions to Organisational Development. Once these have been received we will look at popular themes and take into account potential costs and issues such as travel. A programme will then be developed which we aim to have out by the end of May.

### **3. Recommendation**

- 3.1 It is recommended that the Committee note the contents of this report.

**Liz McIntyre**  
Principal

**Elaine Hart**  
Vice Principal – Human Resources