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FINANCE & GENERAL PURPOSES COMMITTEE REPORT

BORDERS COLLEGE REGIONAL BOARD

Subject: HR Report – GPTW Survey Results	**Purpose:** **For Approval** ☐ **For Discussion** ☐ **For Information** ☒
Prepared by: Debbie Kerr, Head of HR and Development	**Date: 23 April 2021**
Purpose: To advise the Committee of the results of the GPTW survey and outline the actions which will be put in place	
Linked to Strategic Ambition: We will create high quality learning and training opportunities which are relevant, enabling and flexible	

As the Committee is aware the College invested in an externally administered Employee Engagement survey through Great Places to Work. The survey was open during February and into March and 172 responses were received from 296 invites sent, this is a return rate of 58% compared to previous surveys of this type which achieve between 35% and 45% return rate.

This level of response entitles the College to be recognised under the Great Places to Work Certification Programme with 75% of staff completing the survey saying that taking everything into account, I would say this is a great place to work. This compares to a score of 83% on average from Non for Profit/Charity Organisations.

The average score for all statements was 73% and this therefore means that the College has been awarded Great Places to Work Certified Status and can use the Certified Badge for the next 12 months. This is a fantastic outcome for the first time using this measure.

A consultant from GPTW met with the SLT on Tuesday 20th April, 2021 to debrief the SLT and identify some key factors that we should be aware of. (the slides are attached for information – appendix 1)

In the presentation he identified that there were a number of responses in light grey, which represented responses where the answer had been “sometime true/sometimes untrue”. These are the areas in which we will be able to have the biggest impact and are the easiest to move into positive results.

The way in which the survey was set up and the demographics breakdown put in place at the outset enables us to focus on key areas where we can implement a few key actions to improve and have an impact. (A copy of this is attached as appendix 2)

From this we have determined that there are two areas which we will focus on initially, Business and Creative Industries.

There are a number of areas which require improvement e.g. Health & Social Care, Sport & Outdoor Pursuits, STEM and Student Services and access to all of the data

has been given to all of the SLT and the CLM's in order for them to take this forward with their staff groups.

Our action plan includes engaging with GPTW to provide support from one of their consultants to carry out focus groups with the Business and Creative Industries staff to understand why they responded to the survey in the way that they did. These are taking place in late May and a report from the consultant will be provided to the College week commencing 14th June 2021.

For the other areas we will investigate the responses by interrogating the data and then by holding focus groups to understand the responses in more detail. The Managers of each area will be required to agree and implement 2 or 3 key actions, which will have an impact and make a difference.

We will also be holding some focus groups to look at reward and recognition and celebrating success and these will be taking place in June 2021.

These actions and the progress towards them will be monitored by the SLT.

In addition, I will be identifying other organisations like ourselves to visit to share good practice in order to understand what further actions we are able to take to improve. This will be put in place once the lists are announced and like organisations are identified.

Some best practice ideas have already been shared with the College by GPTW and these will form some of the conversations around improvement moving forward.

These actions together should enable the College to continue on the journey to being a best workplace for all.

Recommendation: The Committee is appraised of the outcome of the GPTW survey and resulting plans to address the outcomes.

Previous Committee Approvals:

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

APPENDIX 1

Great Place To Work.

Borders College

Virtual Debrief Feedback Session

Mark Fowles, Head of Consulting

20th April 2021

Our mission is to build a better world by helping organisations become great places to work for all.

Great Place to Work - For All model

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Helping you get from Good to Great (UK)

Launch Trust Index© employee survey

Complete Culture Audit©

Get Certified

Earn Best Workplaces™ Recognition

UK Certification threshold **Trust Index 65%**

Borders College 73%

UK Medium Best Workplaces Recognition threshold **Trust Index 75%**

Big Picture Actions

Focus on organisation-wide programmes and Senior Leaders leading by example

Fine-Tune Actions

Focus on marginal improvements and targeted action such as coaching to improve on low-scoring teams / specific demographics

Next Steps

1 SHARE

Employees already know the situation, only omissions surprise; most effective is hearing it from the top.

2 ACKNOWLEDGE

Even if something can't be fixed now, plan for when it can. Frustration is driven by lack of direction/voice.

3 FOCUS

'Few' organisational actions and 'few' localised actions work best. Common mistake to attack too much.

4 INVESTIGATE

We've measured top line symptoms - need to identify root causes. Action can only address root cause.

5 ACT SWIFTLY
(but in a considered way)

Change may be deliverable quickly with guidance/ backing.

6 DEVOLVE

Answers usually reside at front line. Employee involvement = psychological buy-in and evidence of commitment.

7 OWNERSHIP

Without an accountable owner, action plans tend to wither and die through lack of focus. On-going focus and communication is key.

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Demographics

APPENDIX 2

Borders College

2020 Great Place to Work® Trust Index© Survey

Mar 2021 - 2020 Great P... (172)
Company Overall

Add Comparison Filter

Add Comparison Filter

Average of All Stateme...

Department

Breakout by

Sort: Positive Responses

Bar size: Small

Show respondent counts