

### People Services Update

#### 1.0 PURPOSE OF PAPER For discussion

- 1.1 The purpose of this paper is to provide an update to the committee on People Services' activity and related statistics.

#### 2.0 EXECUTIVE SUMMARY

- 2.1 The paper provides statistical data and information to provide assurance to the Board that the College is meeting its ambition under the Workforce Strategy.

#### 3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Finance and Resources Committee note the contents of this paper and seek clarification if required.

#### 4.0 BACKGROUND

- 4.1 The paper provides in-year data and where possible.
- 4.2 A newly formed benchmarking group has been established from the HR Practitioners Group and further benchmarking data should become available as that team begins to pull together a remit and work plan.
- 4.3 Information regarding activity undertaken during the period and other updates are included in the paper.

#### 5.0 IN-YEAR MONITORING REPORT 2024/25

##### 5.1 People Services

- 5.1.1 People Services covers the whole employment journey, from recruitment through employment and termination as well as managing pensions, people policies, payroll, change management, learning and development, equality and diversity, wellbeing and welfare.
- 5.1.2 The department is staffed as follows:

Debbie Kerr - Director of People Services  
 Louise Kerr – People Services Business Partner  
 Karen McDonald – People Services Officer  
 Sheila White – People Services/Payroll Officer  
 Hilary Broatch – Equality, Diversity and Inclusion Officer

## 5.2 Statistics

5.2.1 Staff Sickness Absence – The total number of days lost per full time equivalent (FTE to sickness absence during the period 1 August 2024 to 30 April 2025 was 4.5 (5.4 days for the same period last year) approximately, 1.6% (1.7% for the same period last year) absence rate, remaining static for the same period in 2022-23.

Staff Sickness Absence data for the period August to April, compared to the equivalent period last year is shown in the table below

	2022/23	2023/24	2024/25
No of days lost due to short term absence	381	479	281
No of days lost due to long term absence	1148	983	872
Total days lost	1529	1462	1153

### 5.2.3 Voluntary Staff Turnover

1 August 22 to 30 April 23	1 August 23 to 30 April 24	1 August 24 to 30 April 25
6.1%	6.2%	4.7%

5.2.4 We currently have 3 vacancies, Financial Controller, Facilities Assistant and Head of Sector therefore our vacancy rate is 1.2%

## 5.3 Employee Engagement

5.3.1 The College has committed to engaging with GPTW for a total of 4 years in order to measure staff engagement and be able to monitor trends and respond to changes in the reporting.

### 5.3.2 Great Places to Work

	2020	2022	2023	2024	2025
Responses Rate	172	163	159	139	153
Engagement Rate	73%	72%	71%	69%	76%

- 5.3.3 The College has again been recognised as a Certified Great Place to Work and has also been awarded Great Place to Work for Development.

Companies are assessed against the Development Index; which include 10 statements from the core Trust Index™ survey that our research has been found to have the most impact on employees' experiences of development. The Development Index is grouped into 4 key essentials necessary to offer great experiences of professional growth and development - Development Essentials, Management Behaviour Essentials, Empowerment Essentials and Recognition Essentials. We also look at the consistency in responses by age, tenure, job level, gender and work status, as well as the experiences meaningful opportunities.

- 5.3.4 A copy of the GPTW Executive Presentation is attached at Appendix 1.

## **5.4 Union Relations**

- 5.4.1 Engagement and open communication with EIS-FELA remains strong with regular meetings both formal and informal enabling an effective voice for staff.
- 5.4.2 UNISON have been active on Campus in the form of regular visits from our Area Officer encouraging membership and interest in undertaking the role of local Steward. We are progressing towards a new Local Recognition and Procedures Agreement and hope to have this signed off before the summer break.

## **5.5 Consultation on the New Delivery Model**

- 5.5.1 The Consultation launched in early February and was concluded on 30<sup>th</sup> April 2025. This included:
- settlement agreement negotiations for the departure of 3 staff members
  - voluntary severance for 1 staff member
  - appointment of a Delivery Team Manager, MIS Administrator, Business and Project Support Team Leader and Work Placement Co-ordinator
  - job matching 2 staff into Business Manager Roles
  - job matching 7 staff into Business Support Assistant roles

Transition work has commenced and staff affected have taken part in an event to support them through the change process.

## **5.6 Pay and Terms and Conditions**

- 5.6.1 Pay policy is determined at a national level through membership of the College Employers Scotland National Joint Negotiating Committee.
- 5.6.2 Pay for lecturing staff is now settled through to 2025/26. A pay claim has been received and discussed with Support Staff and negotiations are on-going with

the shared understanding that we are seeking an early agreement for 2025/26 and potentially for the next two years also.

- 5.6.3 UNISON are keen to progress Job Evaluation quickly and are open to engaging ECC who own the system to carry out the scoring and quality control work to enable the outcomes of job evaluation to be realised within a reasonable timeframe. The ballot results were received on 14<sup>th</sup> May with a mandate to continue with National Job Evaluation but with locally devised pay and grading structures.

## **5.7 New Policy**

- 5.7.1 The new national policy and model procedure on Discipline has been agreed at a national level for implementation locally from 1<sup>st</sup> August 2025.
- 5.7.2 The EDI Officer is maintaining a close eye on the progress of the Supreme Court Ruling on Gender and Sex and we are reviewing any practices and policies and procedures to ensure that they meet the new ruling while maintaining a safe and protective environment for trans gender individuals.

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## **6.0 IMPLICATIONS AND CONSIDERATIONS**

### **6.1 Financial Implications**

- 6.1.1 There are no direct financial implications as a result of this paper.

### **6.2 Learner Implications**

- 6.2.1 While there are no direct learner implications as a result of this paper, sufficient well trained, motivated and skilled staff are essential to delivering our services and curriculum.

### **6.3 Staff Implications**

- 6.3.1 While there are no direct implications as a result of this paper, our Workforce Strategy is intended to ensure we have valued, engaged and motivated staff.

### **6.4 Equality and Diversity Implications/Equality Impact Assessment**

- 6.4.1 While there are no direct implications as a result of this paper, equalities and an inclusive environment for work and study are central to our purpose.

### **6.5 Sustainability/Environmental Implications**

- 6.5.1 While there are no direct implications as a result of this paper, our agreed College behaviours are intended to match our ambition for net zero and a sustainable College.

## **7.0 RISK COMMENTARY**

- 7.1 The Board has a duty to ensure that the College is well managed and that we are meeting our obligations under the Workforce Strategy, This report aims to keep the Board well informed and up to date with activities to ensure good governance.
- 7.2 Should national bargaining agree a sum in excess of that budgeted for job evaluation, this may present a risk to College financial sustainability. My close involvement in the process will ensure that the College is kept appraised of emerging issues.

## 8.0 CONCLUSION

- 8.1 The College continues to meet the main objectives of its Workforce Strategy. Members should note any items and seek clarification on any points.

Deborah M Kerr

Director of People Services

May 2025

### Previous Board or College Committee Approvals:

None

### Alternative formats

If you need access to a college document in an alternative format, for example, accessible PDF, large print, easy read, audio recording and braille:

- Complete an accessibility request form by [clicking on this link](#).
- Call **01896 66 26 00** and ask to speak with the Marketing Team.

We will consider your request and get back to you within 5 working days.

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For publication <input checked="" type="checkbox"/>	Not for publication <input type="checkbox"/>
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	<b>If not, why not?</b>
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# Executive Results Presentation

## Borders College

Karen Thomas MCIPD, Senior Consultant

May 2025



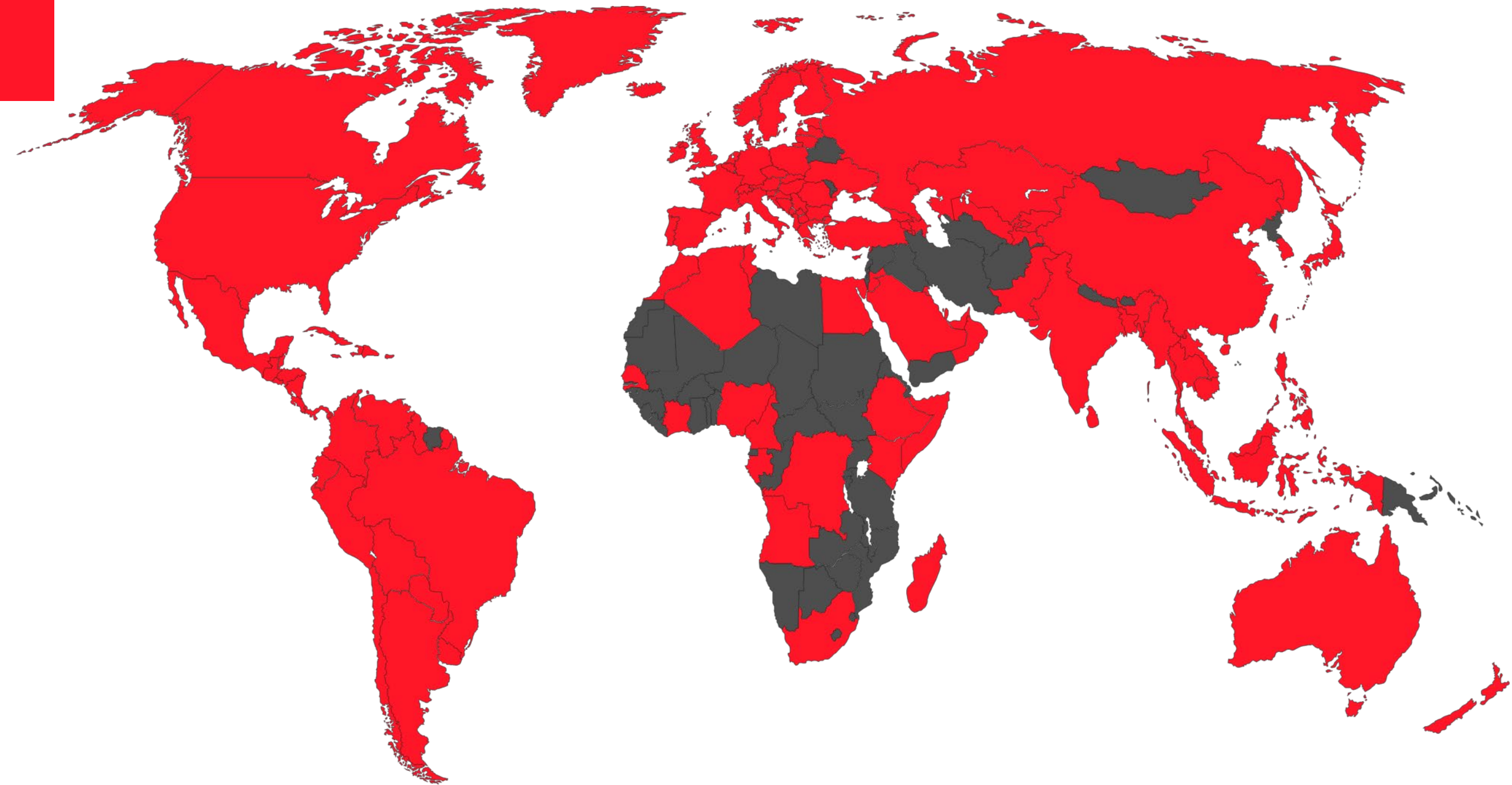
# What we'll cover

- **01** Introduction
- **02** Executive Summary
- **03** High Level Results
- **04** 'For All' Results
- **05** Other Themes
- **06** Recommendations and Next Steps

# We are the **Global** Authority on Workplace Culture

- Independent research organisation
- Confidential data collection; anonymous responses
- Each year, we survey:
  - 12 million employees
  - 10,000+ Companies
  - 97 Countries in 92 Languages

Our mission is to build a better world by helping organisations become great places to work **For All**



**“The Gold Standard” for  
measuring employee engagement**

# About your survey

## Survey Period:

24 February - 17 March 2025

60

Core Statements

Open Questions

- Is there anything unique or unusual about this company that makes it a great place to work?
- **If you could change one thing about this company to make it a better place to work, what would it be?**

Almost always untrue	Often untrue	Sometimes untrue/ Sometimes true	Often true	Almost always true
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LOW TRUST

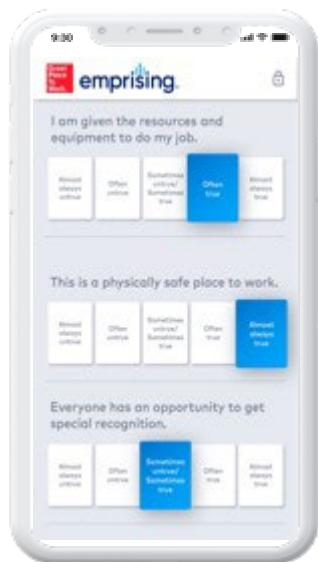
HIGH TRUST

The image shows a smartphone screen displaying the Emprising survey interface. At the top, the Great Place To Work logo and the Emprising logo are visible, along with a lock icon. The survey consists of three statements, each followed by a five-point rating scale. The first statement is 'I am given the resources and equipment to do my job.' with the 'Often true' option selected. The second statement is 'This is a physically safe place to work.' with the 'Almost always true' option selected. The third statement is 'Everyone has an opportunity to get special recognition.' with the 'Often true' option selected. The rating scales are: 1. Almost always untrue, 2. Often untrue, 3. Sometimes untrue/Sometimes true, 4. Often true, 5. Almost always true.



# Helping you get from Good to Great

1



2



3



Run Trust Index™ Survey

Get Certified

Earn Best Workplaces™ Recognition

+ Culture Brief &  
Culture Audit (SL only)

UK Certification threshold  
Trust Index  
**65%**

Borders College  
Trust Index  
**76%**

## Big Picture Actions

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

## Fine-Tune Actions

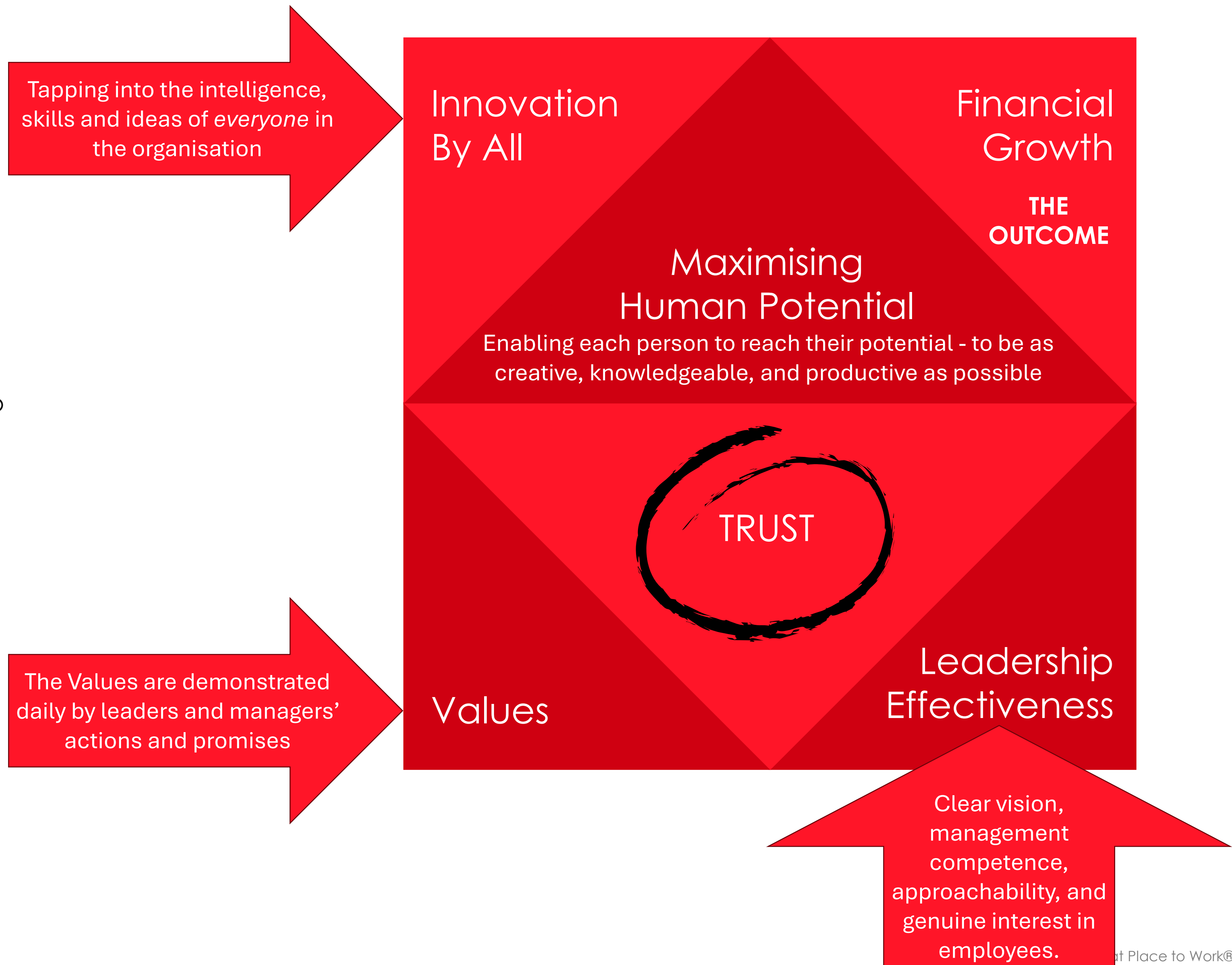
Focus on marginal improvements and targeted action such as coaching to improve on low-scoring teams / specific demographics

# Executive Summary

# Our For All Methodology

Based on 30 years of continual research  
into workplace culture.

- Employees' perceptions of leadership credibility, respect, fairness, and inclusive practices strongly contribute to the relationship of Trust
- Happier people increase business performance via higher revenues, improved retention rates and better service to customers.

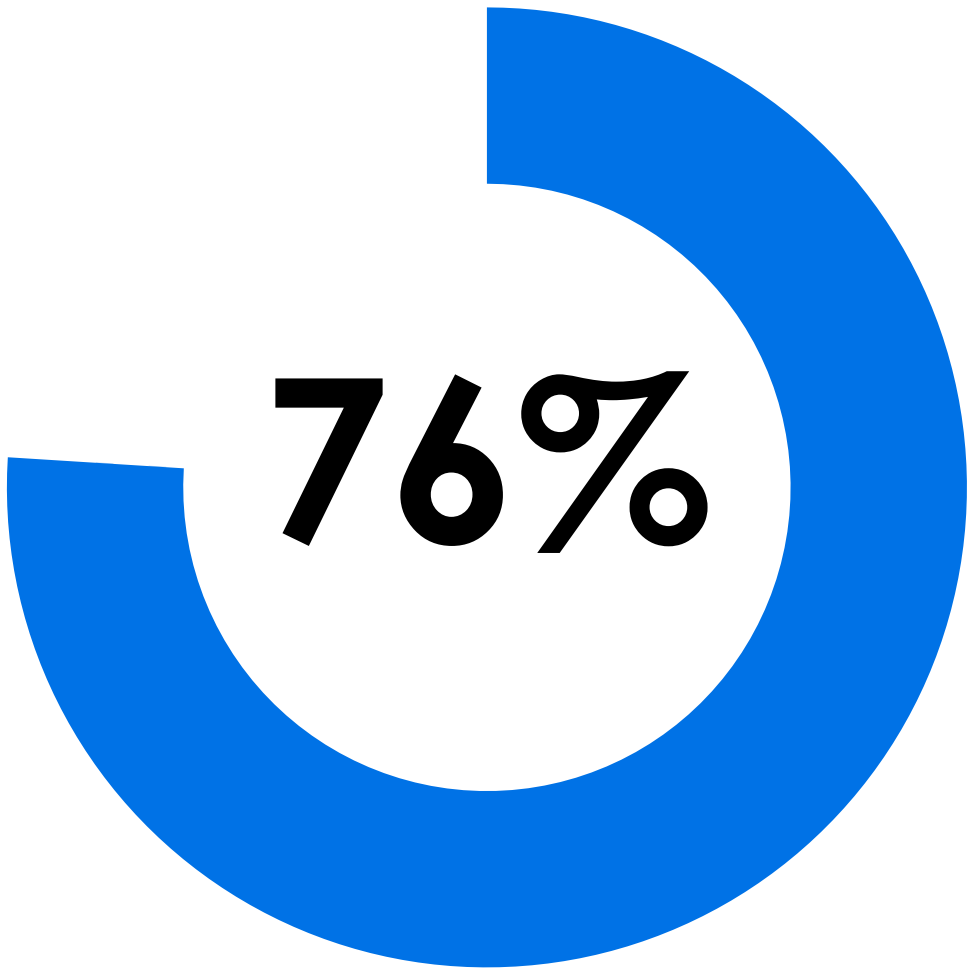


Invited: 268

Responded: 153

Response Rate: 57%  
(+4 vs 2024)

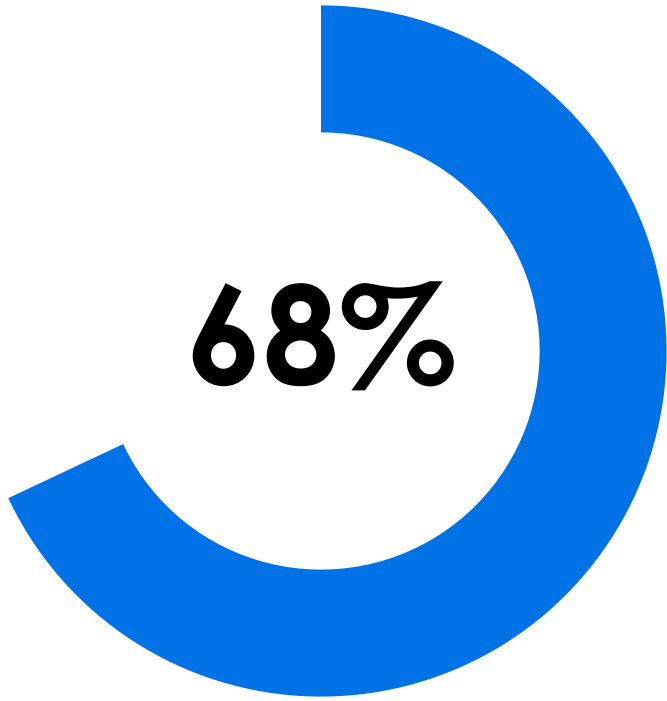
Trust Index



v Previous Year +7

v UK Best Workplaces (L) -4

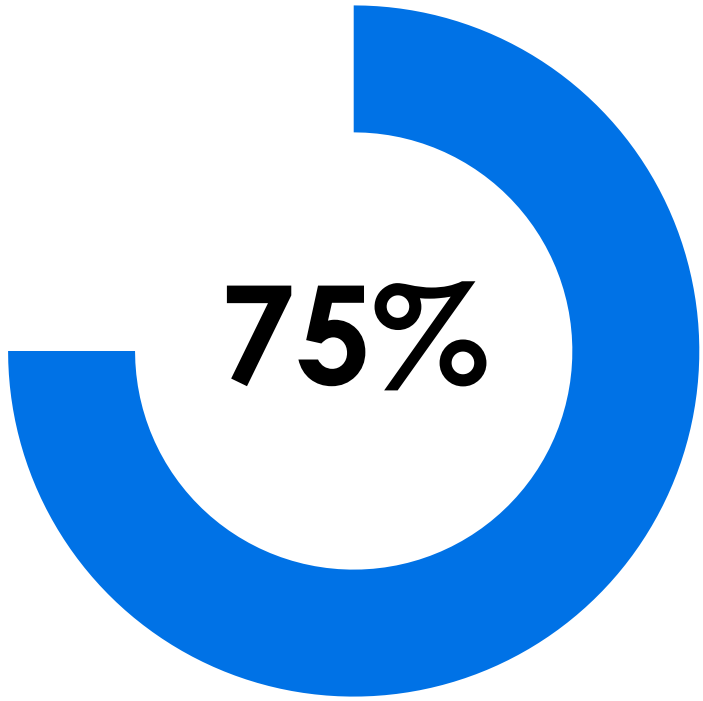
Innovation by All



v Previous Year +4

v UK Best Workplaces (L) -6

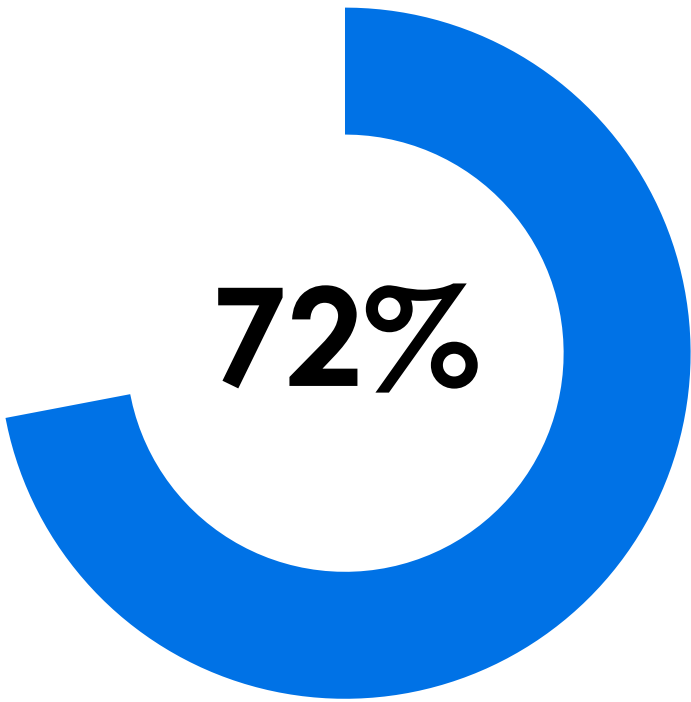
Maximising Human Potential



v Previous Year +6

v UK Best Workplaces (L) -1

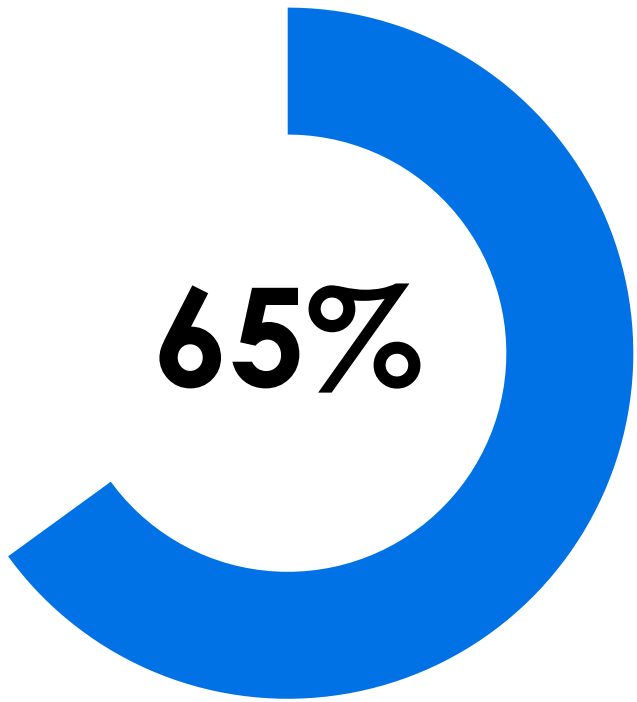
Leadership Effectiveness



v Previous Year +8

v UK Best Workplaces (L) -9

Values



v Previous Year +6

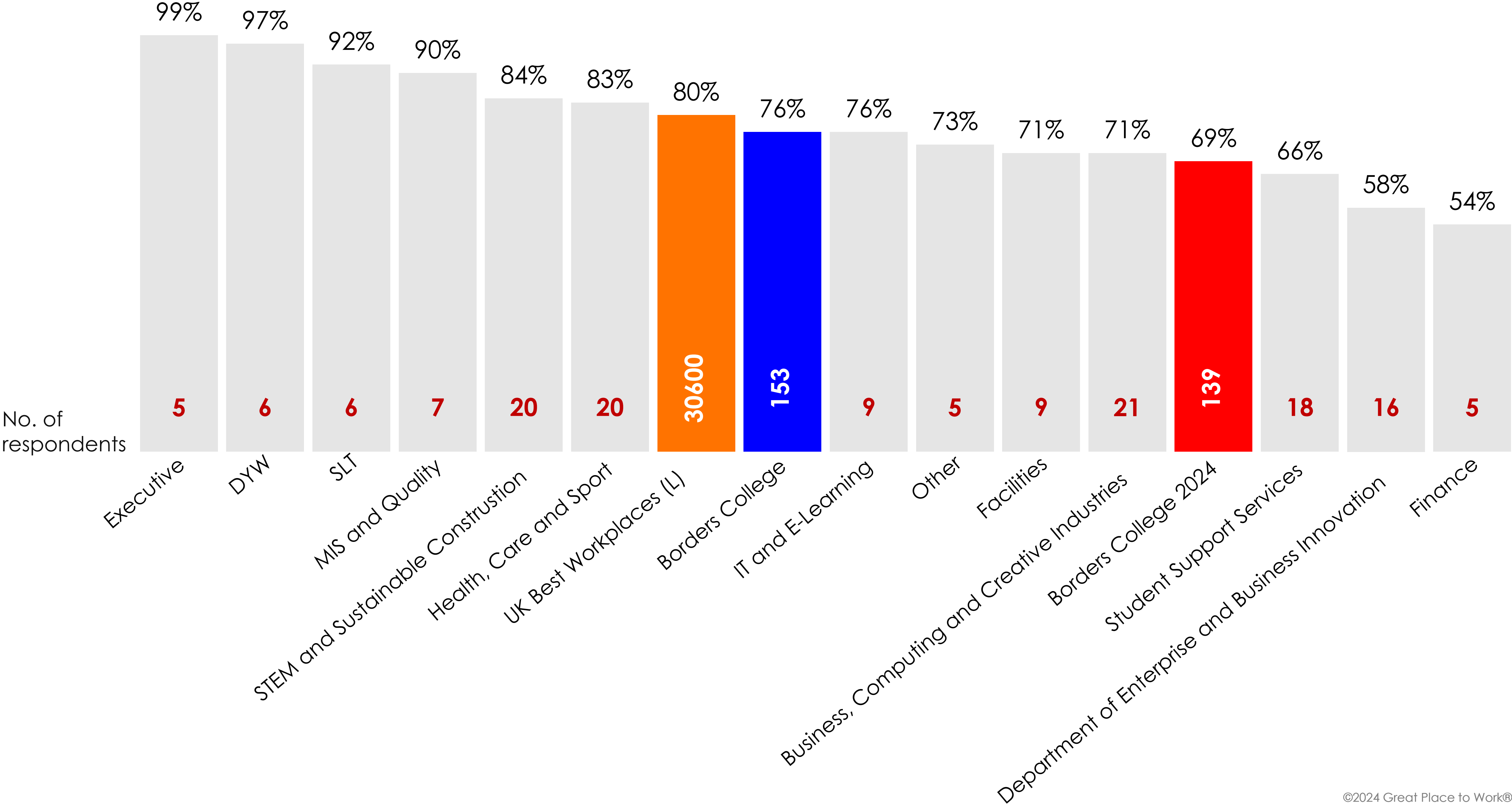
v UK Best Workplaces (L) -12

# High Level Results



# Trust Index by Department

Small base sizes



# Department Heat Map - Comparison to Previous Year

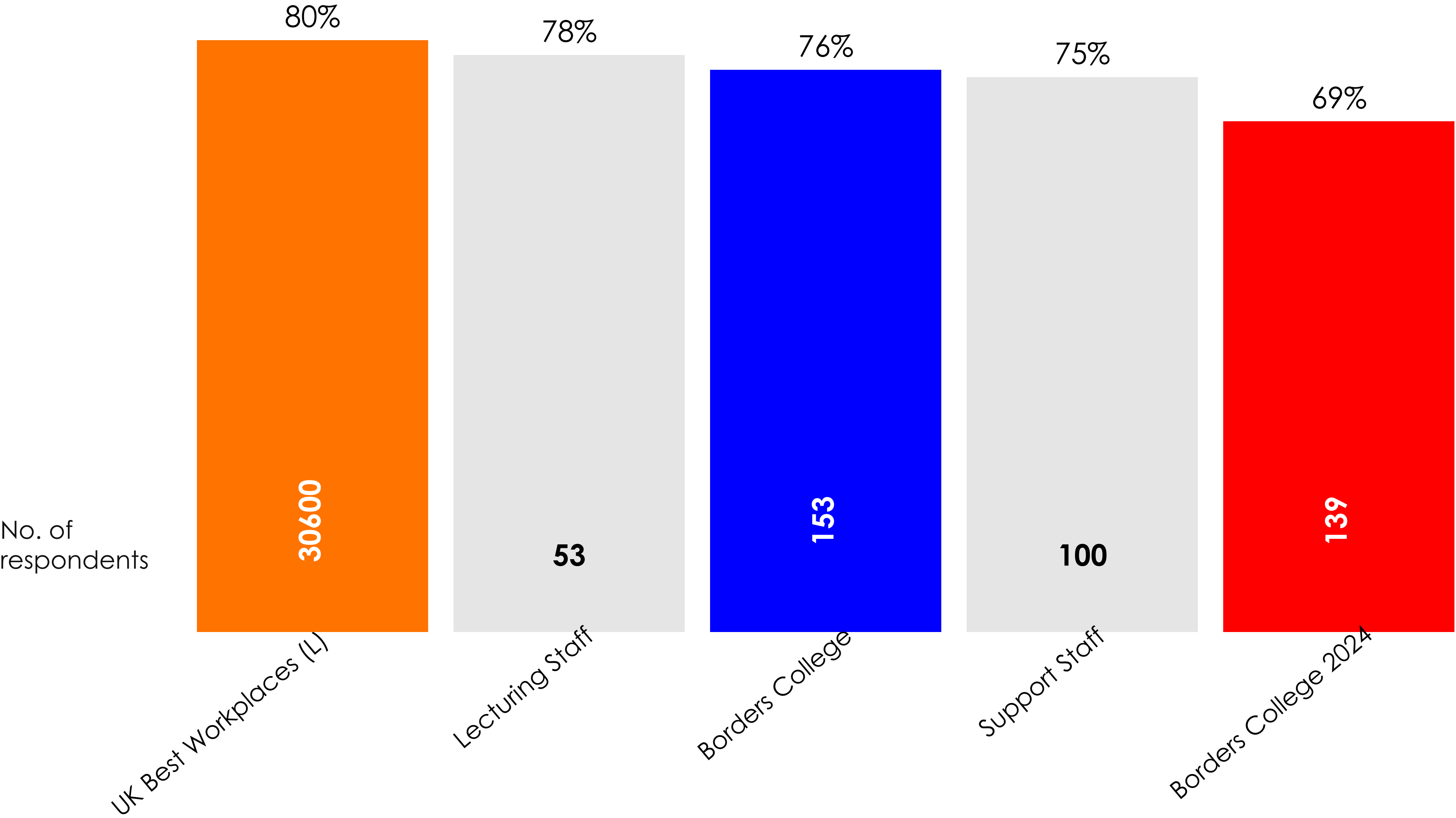
Small base sizes

DEPARTMENT	RESPONDENTS (DIFF TO 2024)	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153 (+14)	+7	+9	+11	+8	+4	+6
Finance	5 (-2)	+5	+12	+16	+26	-3	0
Department of Enterprise and Business Innovation	16 (-3)	+4	+6	+4	-1	-8	-7
Student Support Services	18 (+4)	+3	+7	+4	+9	+4	-2
Executive	5 (0)	+1	+2	+2	0	0	0
Facilities	9 (0)	0	-12	+4	-3	-3	+4

## Department Heat Map 2025

DEPARTMENT	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153	76%	81%	77%	72%	68%	65%
Executive	5	+23	+19	+23	+28	+32	+35
DYW	6	+21	+17	+21	+28	+32	+29
SLT	6	+16	+9	+8	+20	+21	+18
MIS and Quality	7	+14	+15	+8	+21	+17	+21
STEM and Sustainable Constrution	20	+8	+10	+7	+10	+4	+10
Health, Care and Sport	20	+7	+6	+9	+14	+14	+13
IT and E-Learning	9	0	+4	-2	-1	-9	+3
Other	5	-3	-6	-2	-7	+5	-5
Facilities	9	-5	-12	-5	-3	-1	+2
Business, Computing and Creative Industries	21	-5	-5	-3	-8	-5	0
Student Support Services	18	-10	-5	-6	-18	-13	-21
Department of Enterprise and Business Innovation	16	-18	-18	-22	-30	-30	-32
Finance	5	-22	-24	-20	-7	-28	-32

# Trust Index by Staff Group



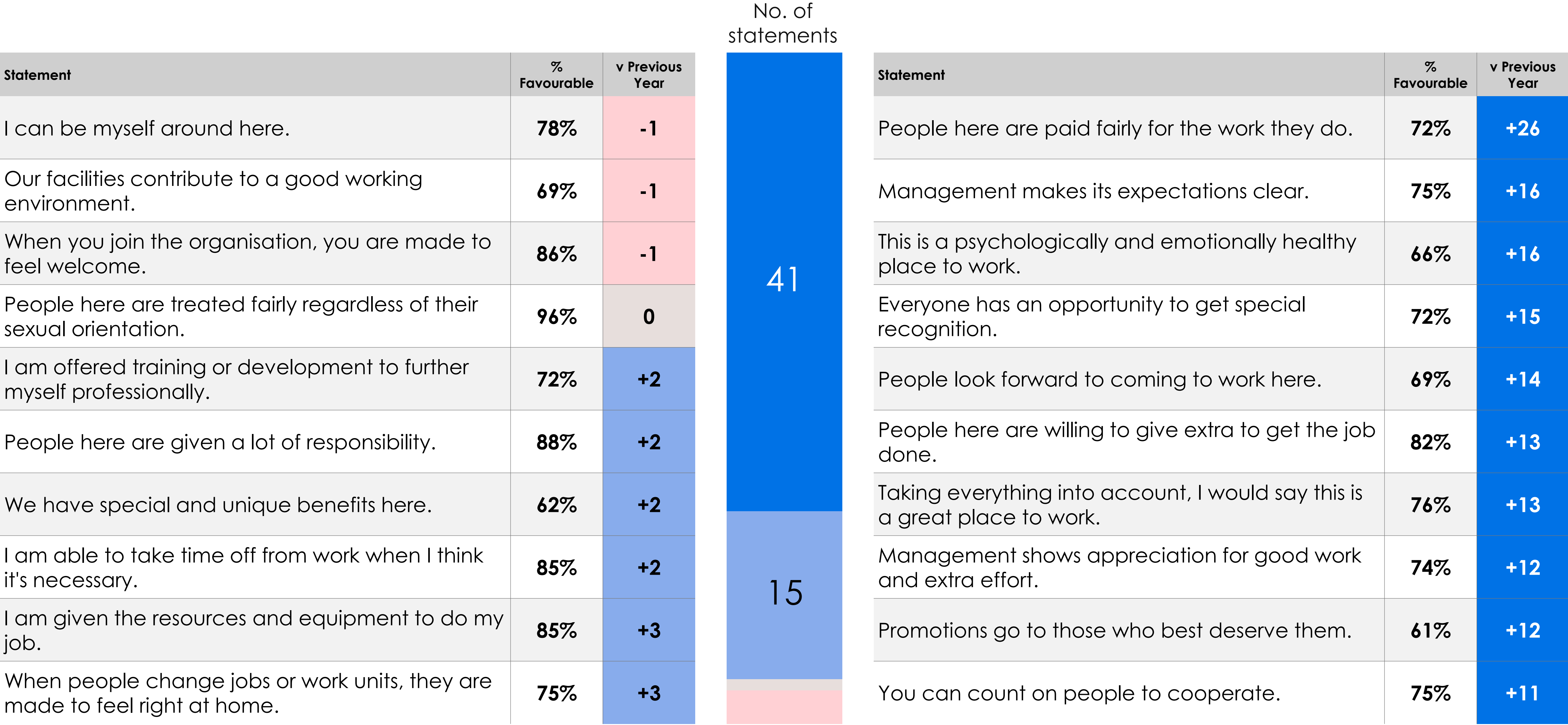
# Staff Group Heat Map - Comparison to Previous Year

STAFF GROUP	RESPONDENTS (DIFF TO 2024)	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153 (+14)	+7	+9	+11	+8	+4	+6
Lecturing Staff	53 (+15)	+9	+11	+14	+8	+5	+11
Support Staff	100 (-1)	+6	+7	+9	+7	+2	+3

## Staff Group Heat Map

STAFF GROUP	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153	76%	81%	77%	72%	68%	65%
Lecturing Staff	53	+2	+2	+3	+2	+3	+6
Support Staff	100	-1	-2	-2	-1	-2	-3

# Statement Comparison to Borders College - 2024

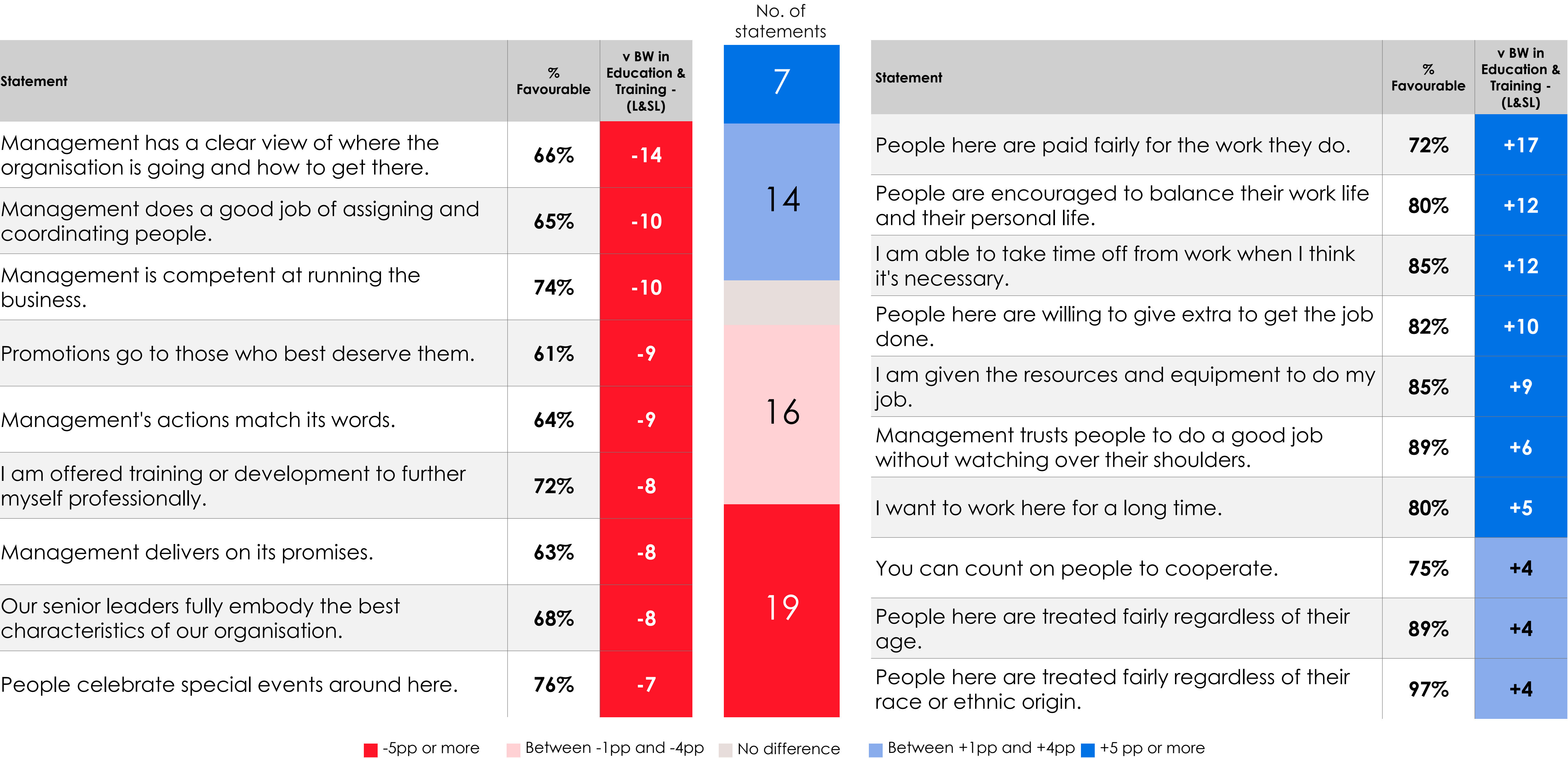




# Statement Comparison to Best Workplaces in Education & Training - (L&SL)

Benchmark scores derived from six organisations, large (201 – 1000 employees) and super-large (1,000+employees)

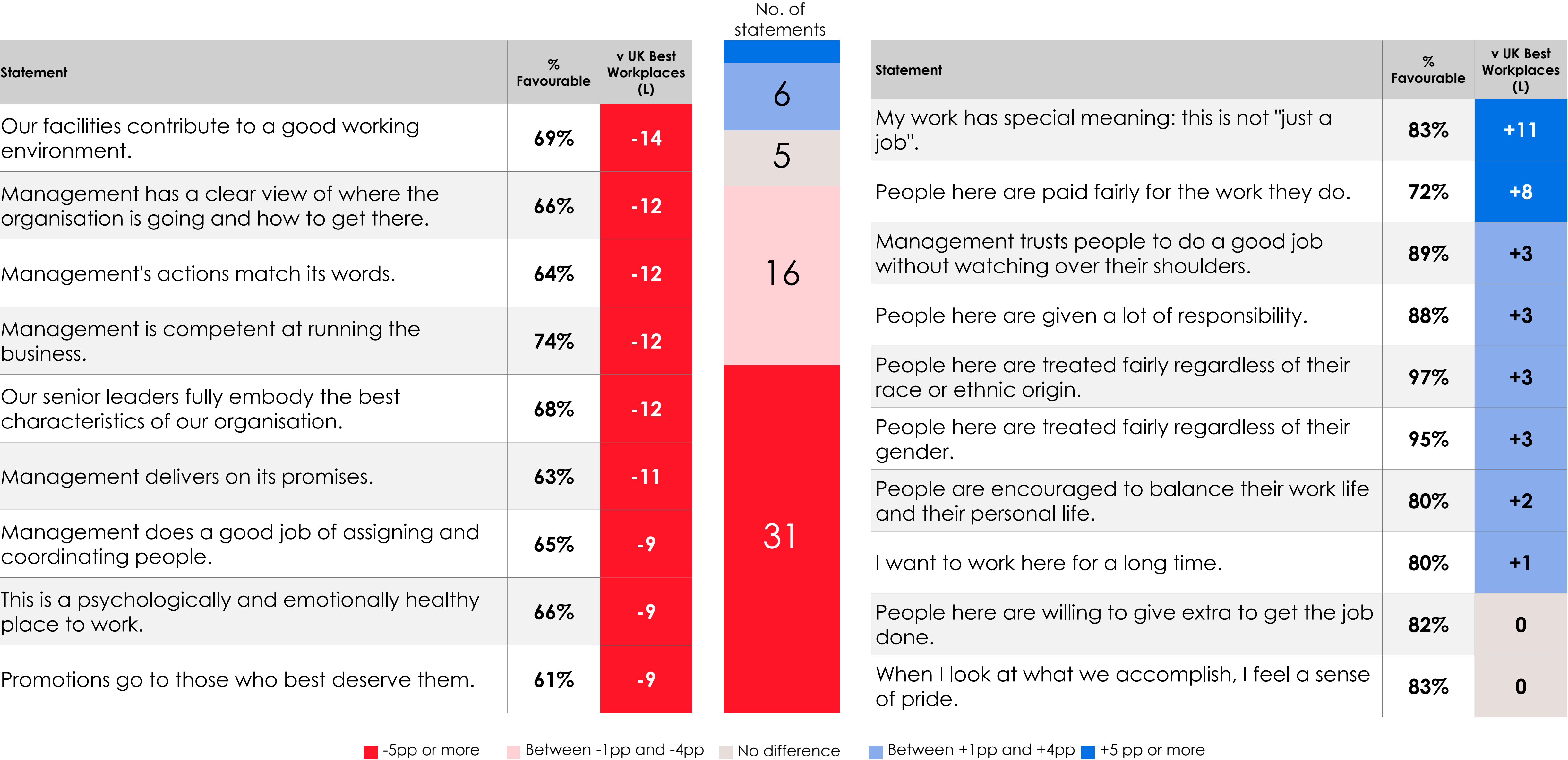
[https://www.greatplacetowork.co.uk/best-workplaces/education/2024?size=large\\_superlarge](https://www.greatplacetowork.co.uk/best-workplaces/education/2024?size=large_superlarge)



# Statement Comparison to UK Best Workplaces (Large)

Benchmark scores derived from 105 organisations, large (201 – 1000 employees), variety of sectors

<https://www.greatplacetowork.co.uk/best-workplaces/2024?size=large>



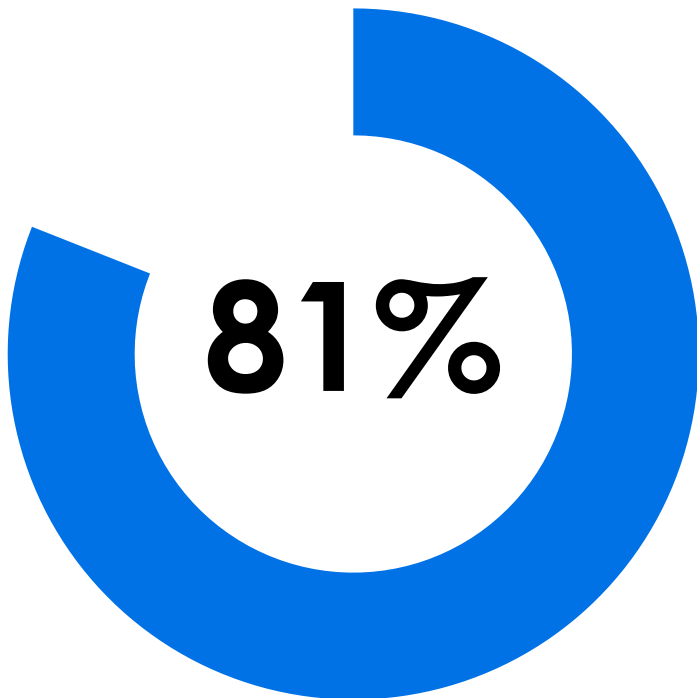
# ‘For All’ Results



# Engagement Index


			v Previous Year	v UK Best Workplaces (L)
Taking everything into account, I would say this is a great place to work.	18%	76%	+13	-7
I would strongly recommend my organisation to friends and family as a great place to work.	22%	74%	+9	-7
People here are willing to give extra to get the job done.	16%	82%	+13	0
I feel I make a difference here.	16%	80%	+4	-1
I want to work here for a long time.	16%	80%	+6	+1
I'm proud to tell others I work here.	12%	87%	+9	0
When I look at what we accomplish, I feel a sense of pride.	16%	83%	+5	0
My work has special meaning: this is not "just a job".	14%	83%	+10	+11

## Engagement Index Score



v Previous Year	+9
v UK Best Workplaces (L)	0

# Key Drivers of Engagement

Statement	 Key Driver Rank	Favourable	v UK Best Workplaces (L)	
			v Previous Year	
This is a fun place to work.	1	69%	+11	-8
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	2	75%	+5	-5
Management's actions match its words.	3	64%	+5	-12
I can be myself around here.	4	78%	-1	-8
Management genuinely seeks and responds to suggestions and ideas.	5	70%	+4	-7

# Key driver heat maps

	Age				
	25 years or younger	26 years to 34 years	35 years to 44 years	45 years to 54 years	55 years or older
Management genuinely seeks and responds to suggestions and ideas.	33% 6	58% 13	87% 38	72% 43	64% 53
I can be myself here.	67% 6	77% 13	95% 38	72% 43	74% 53
Management's actions match its words.	50% 6	54% 13	71% 38	67% 43	60% 53
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	83% 6	69% 13	87% 38	76% 43	65% 53
This is a fun place to work.	67% 6	54% 13	79% 38	70% 43	66% 53

Managerial Level		
Employee	Frontline Manager or Supervisor	Mid-Level Manager
68% 123	76% 21	83% 6
76% 123	86% 21	83% 6
61% 123	67% 21	83% 6
74% 123	71% 21	83% 6
67% 123	76% 21	83% 6

Gender	
Female	Male
74% 93	68% 57
77% 93	81% 57
62% 93	68% 57
74% 93	77% 57
63% 93	81% 57

Staff Group	
Lecturing Staff	Support Staff
75% 53	68% 100
77% 53	79% 100
72% 53	60% 100
77% 53	73% 100
77% 53	65% 100

	Department												
	Business, Computing and Creative Industries	Department of Enterprise and Business Innovation	DYW	Executive	Facilities	Finance	Health, Care and Sport	IT and E-Learning	MIS and Quality	Other	SLT	STEM and Sustainable Constrution	Student Support Services
Management genuinely seeks and responds to suggestions and ideas.	71% 21	38% 16	100% 6	100% 5	78% 9	40% 5	90% 20	67% 9	86% 7	80% 5	83% 6	70% 20	53% 18
I can be myself here.	71% 21	50% 16	100% 6	100% 5	78% 9	80% 5	90% 20	89% 9	71% 7	80% 5	83% 6	85% 20	78% 18
Management's actions match its words.	67% 21	25% 16	83% 6	100% 5	78% 9	20% 5	75% 20	67% 9	86% 7	60% 5	83% 6	75% 20	41% 18
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	81% 21	56% 16	100% 6	100% 5	67% 9	20% 5	85% 20	67% 9	100% 7	60% 5	83% 6	85% 20	71% 18
This is a fun place to work.	62% 21	31% 16	100% 6	100% 5	56% 9	60% 5	85% 20	78% 9	100% 7	60% 5	83% 6	95% 20	44% 18

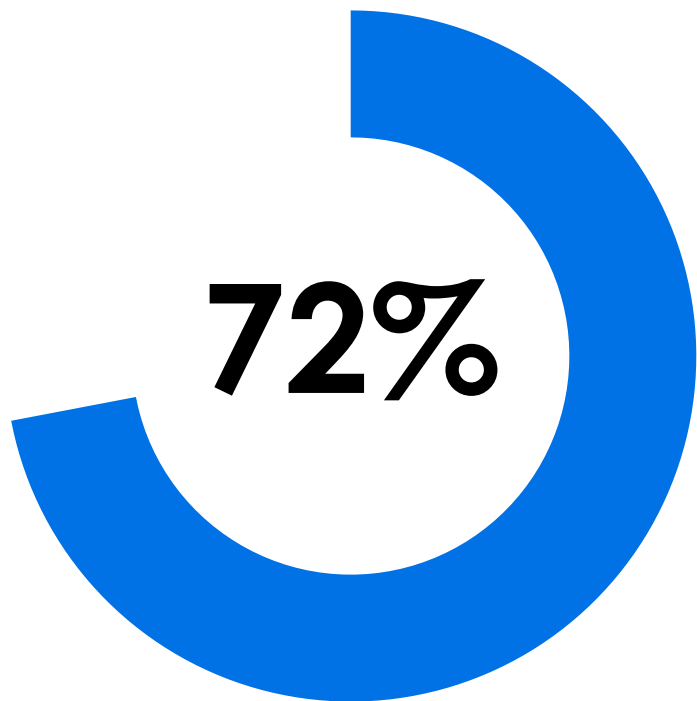
Outperforming

Underperforming

# Leadership Effectiveness

			v Previous Year	v UK Best Workplaces (L)
Management is approachable, easy to talk with.	14%	81%	+7	-4
Management shows a sincere interest in me as a person, not just an employee.	23%	68%	+9	-9
Management has a clear view of where the organisation is going and how to get there.	25%	66%	+10	-12
Management is competent at running the business.	22%	74%	+6	-12

## Leadership Score

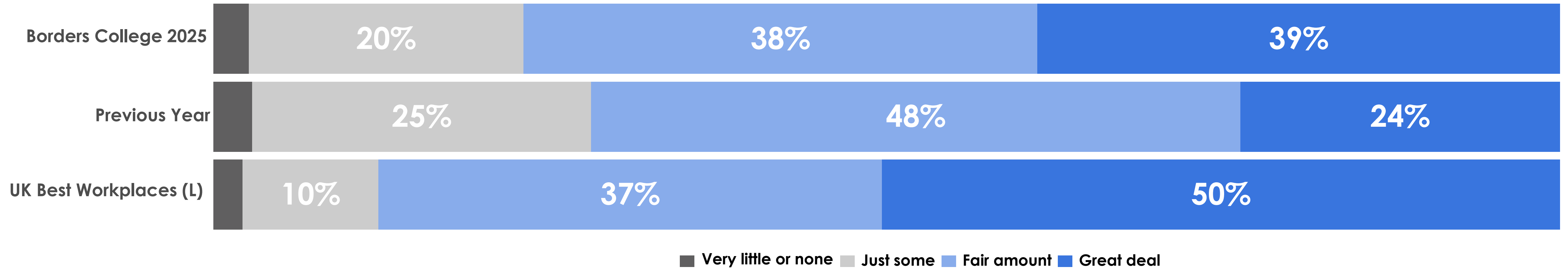


v Previous Year +8

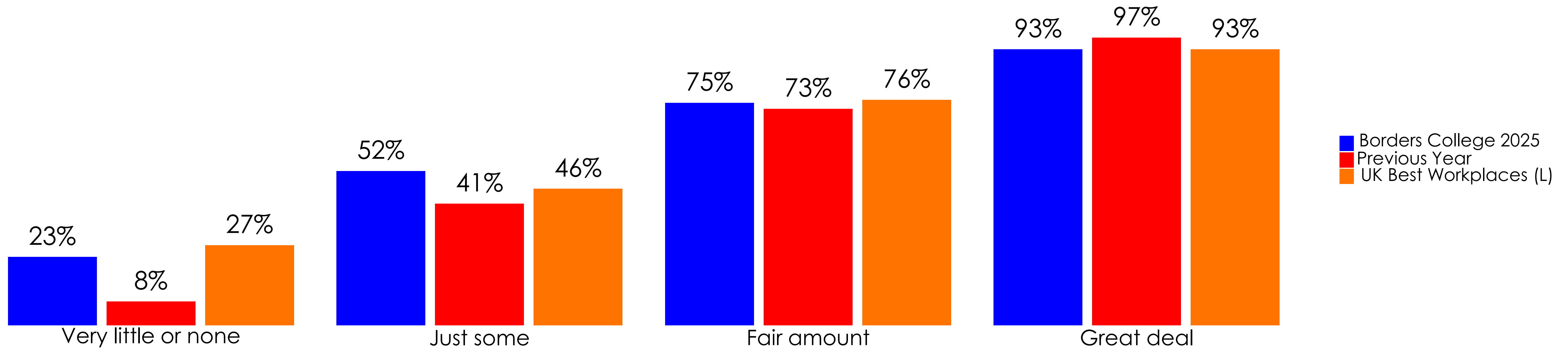
v UK Best Workplaces (L) -9

# Confidence in Executive Team's Judgement

How much confidence do you have in your executive team's judgement?



Trust Index Score by response option



# Values

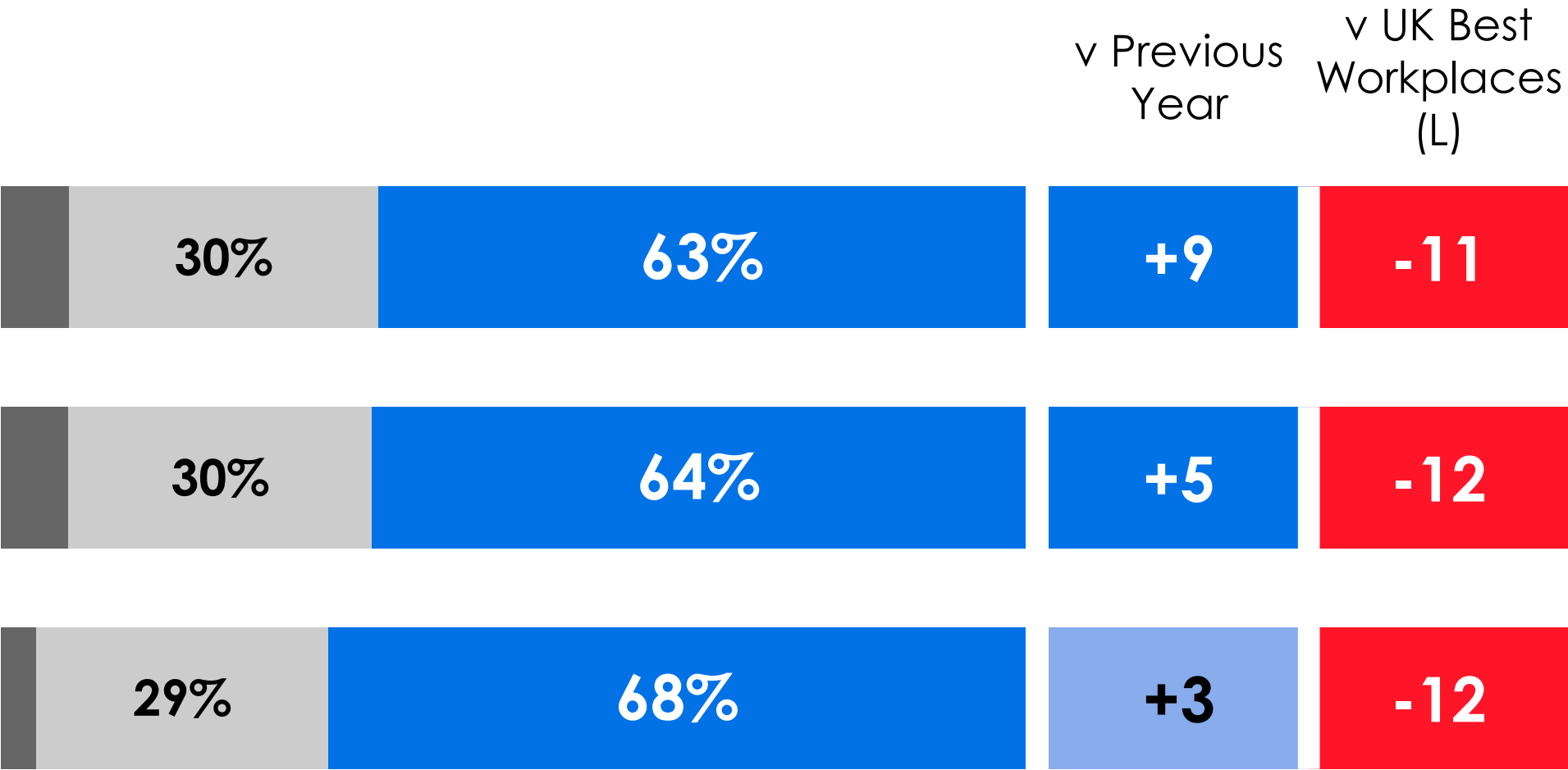
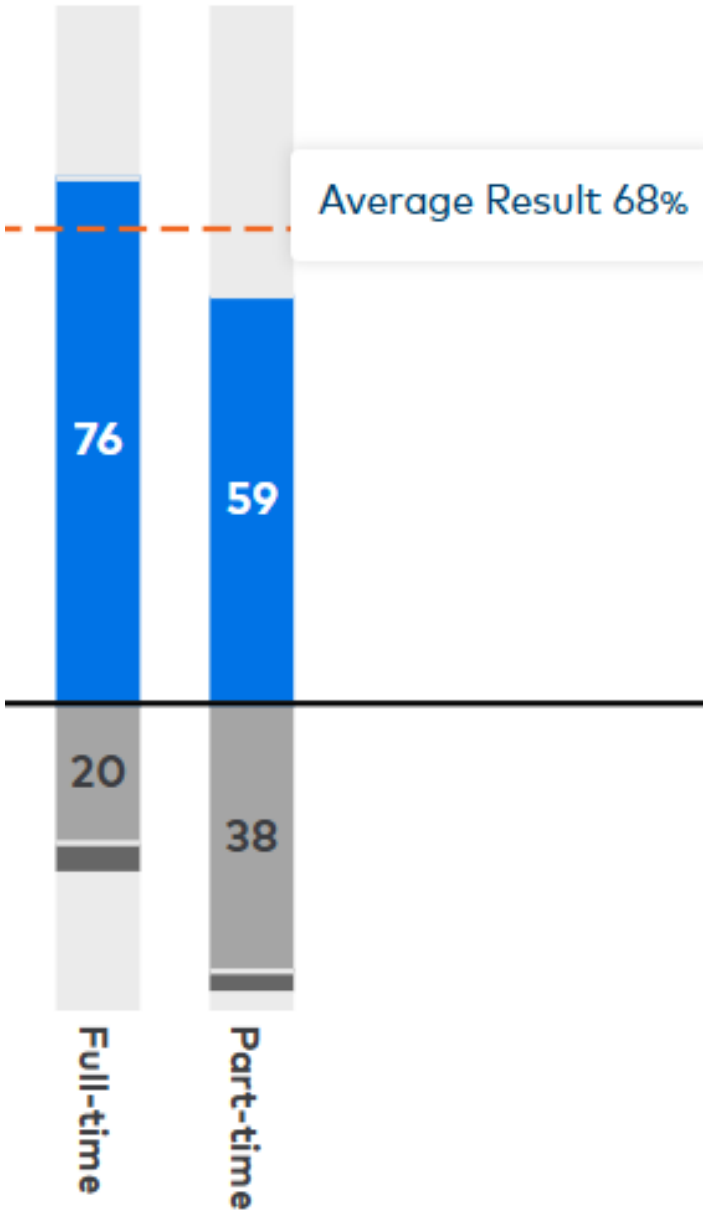
Management delivers on its promises.



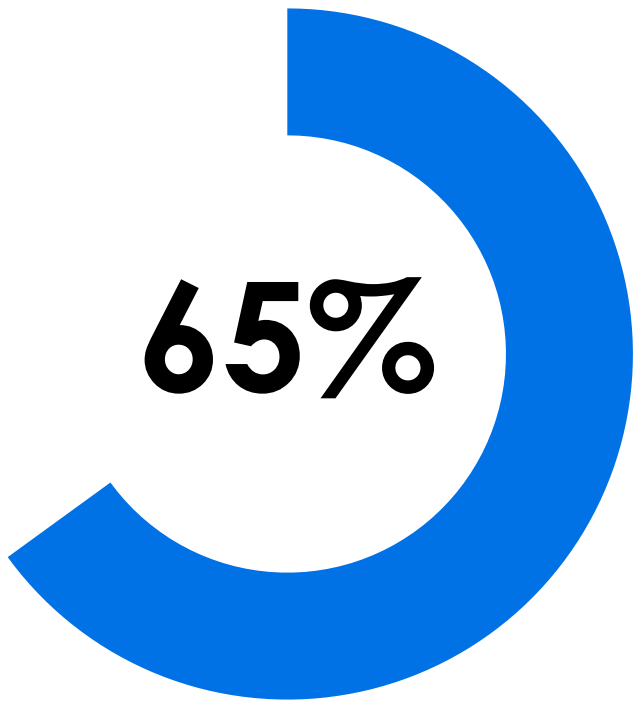
Management's actions match its words.

Our senior leaders fully embody the best characteristics of our organisation.

Part-timers respond less positively than full-timers, e.g.



## Values Score





# Innovation

Innovation Score

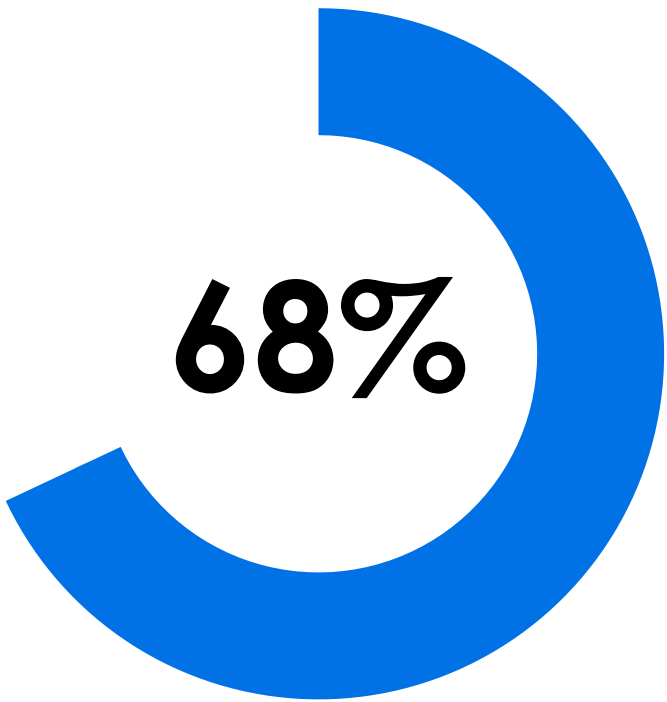


Management genuinely seeks and responds to suggestions and ideas.

We appreciate people who try new and better ways of doing things, regardless of the outcome.

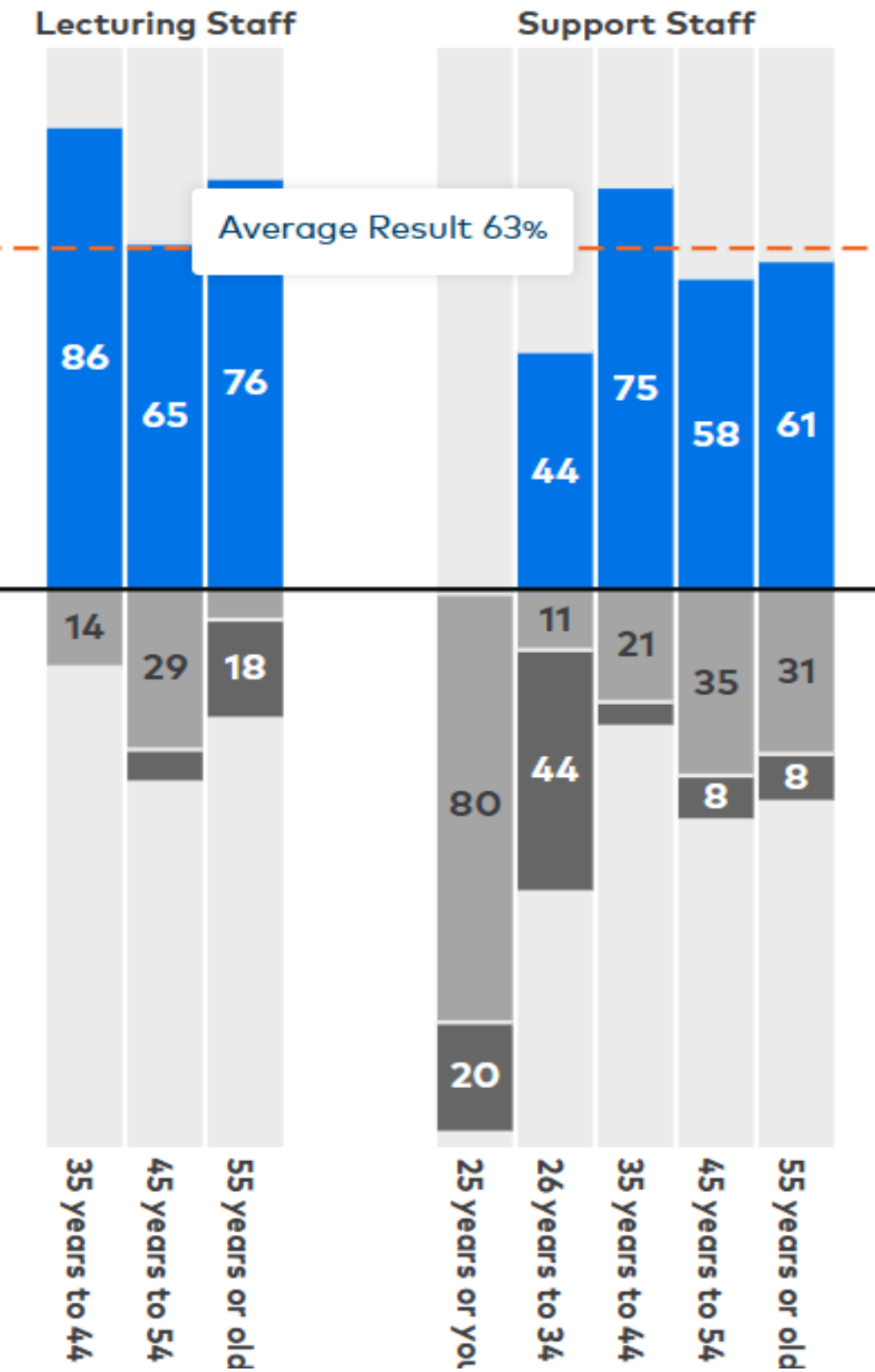
Management involves people in decisions that affect their jobs or work environment.

			v Previous Year	v UK Best Workplaces (L)
	22%	70%	+4	-7
	25%	69%	+3	-7
11%	25%	63%	+3	-6

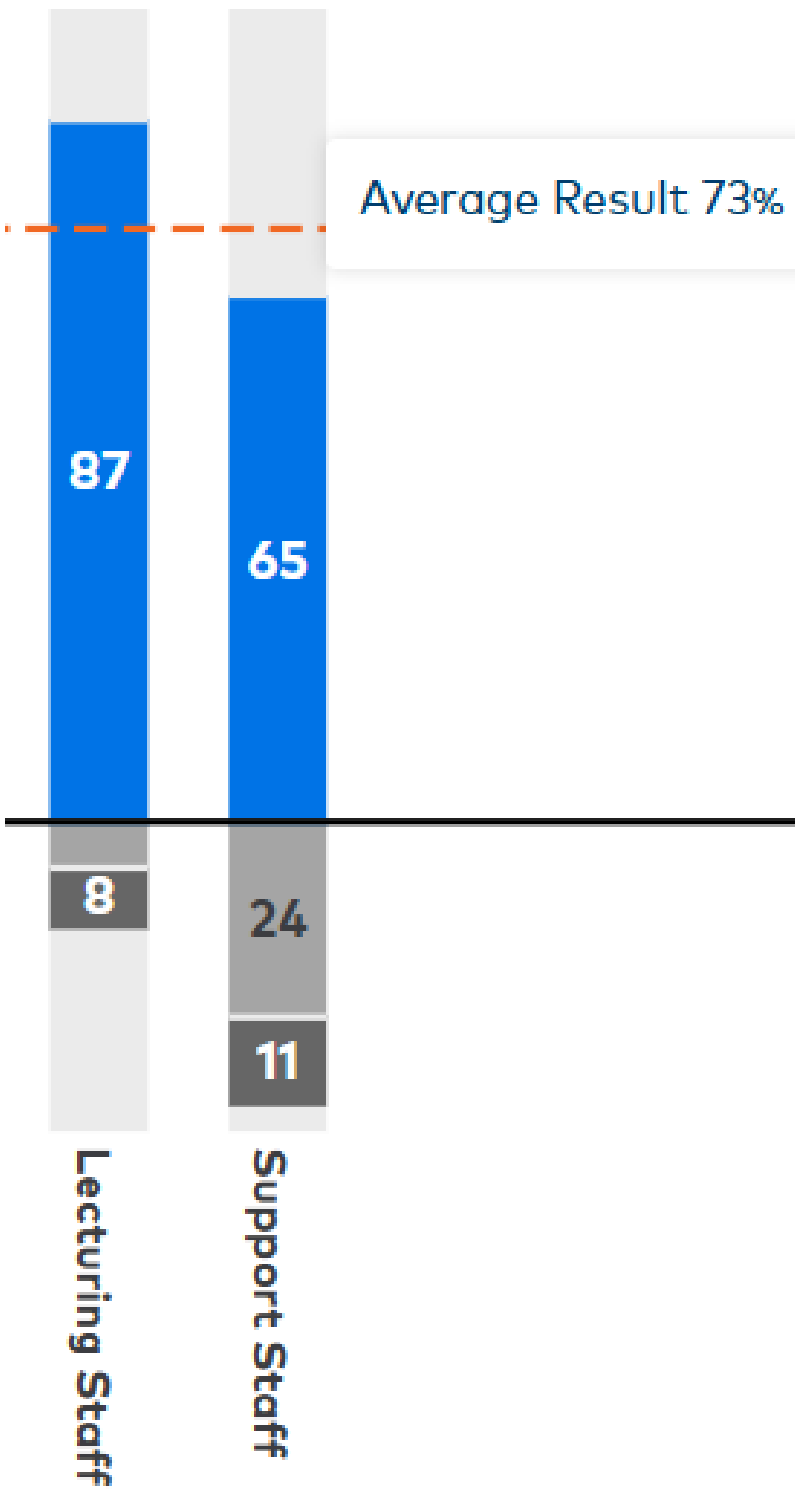


v Previous Year +4

v UK Best Workplaces (L) -6



Management keeps me informed about important issues and changes.



Small base sizes

# Employee comments about communication and involvement ask for more transparency, clarity on funding, and meaningful consultation



More input from the senior leadership team. ...there has been **a lack of communication regarding changes. Many staff have discussed that this had made them feel uncomfortable and worried ...**

Real **meaningful communication**

**...more honest communication** between exec and staff.

Increased **public funding**, allowing us to do more ...

...focusing on which departments can be outsourced as **cost savings**.

**...financial constraints** from Scottish Government are a concern.

**More funding** to allow staff to deliver the best programmes possible and not have people made redundant....

...more **proactive and strategic workforce planning**. Instead of reacting to financial pressures with last-minute layoffs, leadership should focus on **long-term planning to ensure stability**.

For things to **sound and feel less corporate** ... I understand we need to make money, but we are also an educational establishment.

**...too many processes ..which take up the majority of time rather than preparing lectures** and supporting students.

...Management's lack of understanding when it comes to the needs of their areas....**place the success of students at the forefront of decision making.**

Whatever I say will be swept aside, so what's the point?

....It is **not a consultation once the decisions have already been made.**

.. lower level staff just wish to be **listened to or involved**, nothing annoys people more than being told something is happening when it directly affects them and they haven't had any say in it. Just speak to them. It doesn't happen enough. Not everything needs to be a secret either, its beyond frustrating finding things out the wrong way because people still talk. Just be transparent from the start.

**Listen to the staff/ industry experts. We have some fantastic ideas.** We are passionate about our jobs and we want to make this an amazing experience not just for our students but for each other.

**Involving the staff more before making changes** that affect them and the service they provide ...



# Other Themes

# Wellbeing Index

This is a psychologically and emotionally healthy place to work.

People are encouraged to balance their work life and their personal life.

My work has special meaning: this is not "just a job".

I feel I make a difference here.



I can be myself around here.

People look forward to coming to work here.

People care about each other here.

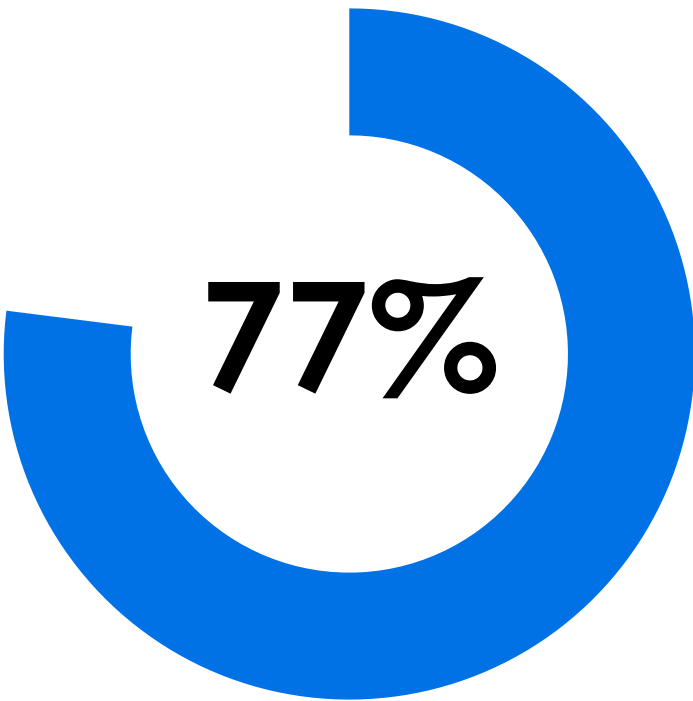
People here are paid fairly for the work they do.



This is a fun place to work.

			v Previous Year	v UK Best Workplaces (L)
	26%	66%	+16	-9
	16%	80%	+9	+2
	14%	83%	+10	+11
	16%	80%	+4	-1
	17%	78%	-1	-8
	28%	69%	+14	-7
	14%	84%	+3	-2
	22%	72%	+26	+8
	27%	69%	+11	-8

## Wellbeing Index Score



v Previous Year	+11
v UK Best Workplaces (L)	0

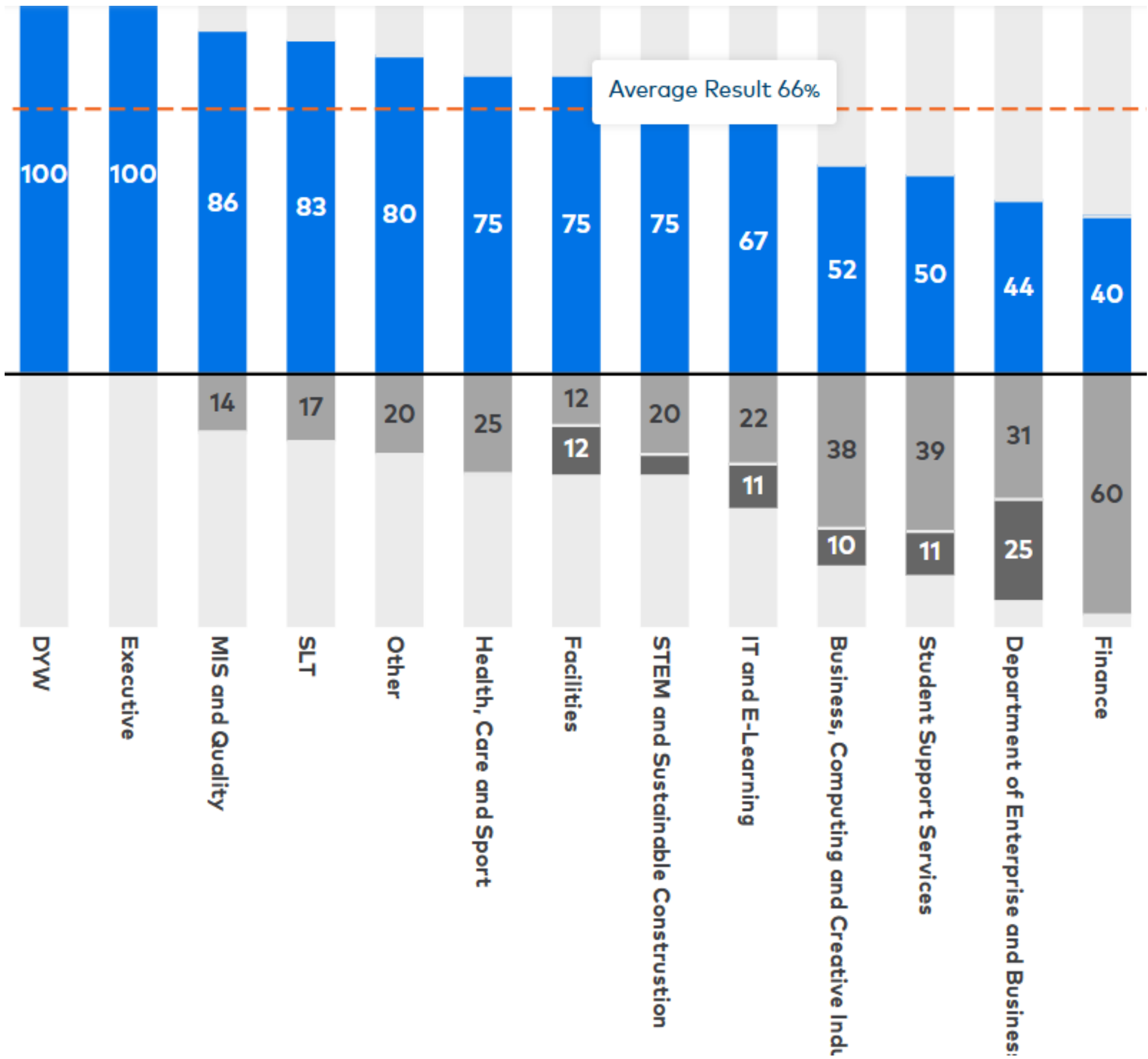


More resources and staff  
Trial a 4 day working week!

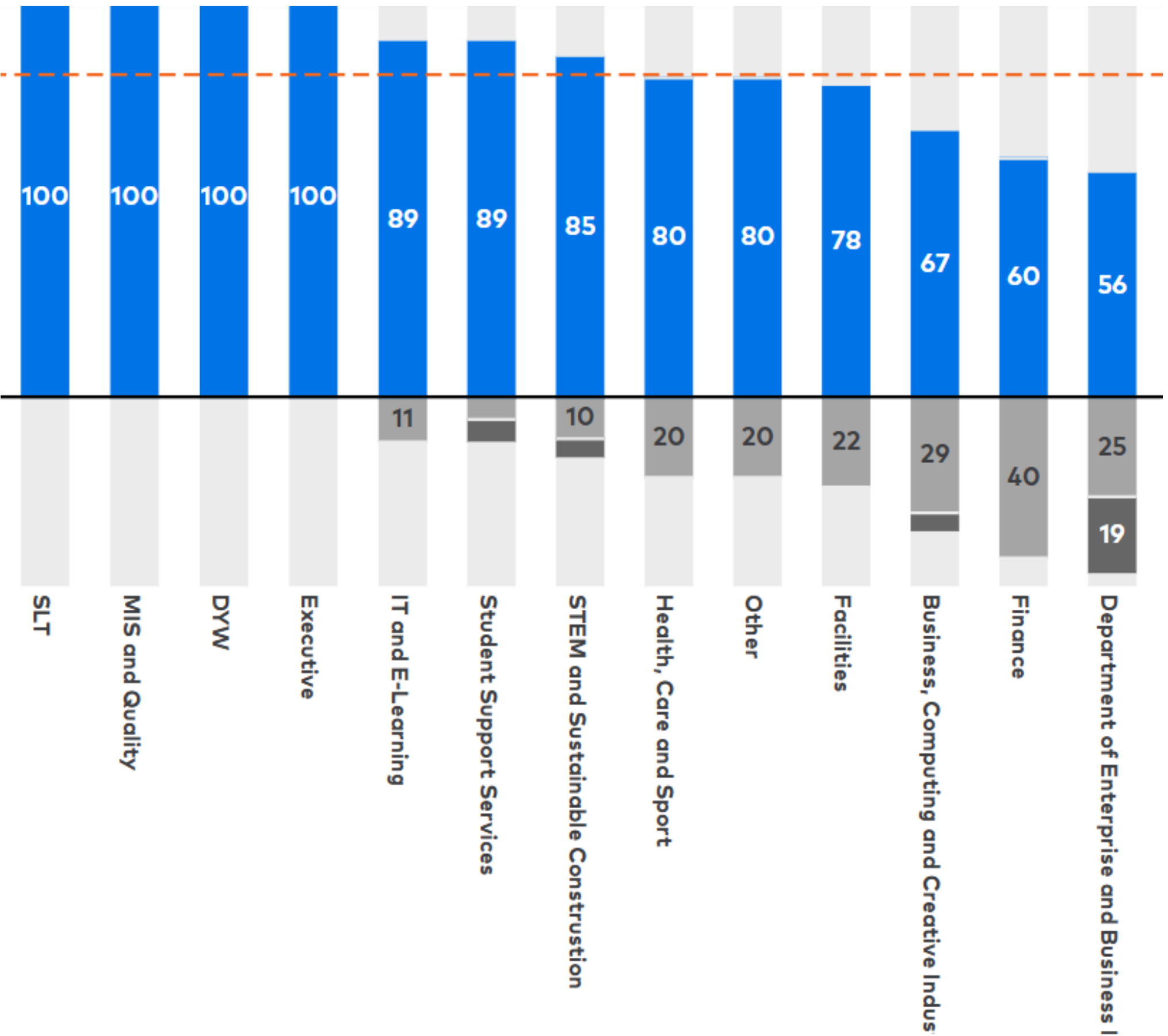
Stop piling extra duties onto managers by changing job titles.

...some administrative processes and procedures are still very bureaucratic and cumbersome...

This is a psychologically and emotionally healthy place to work.



People are encouraged to balance their work life and their personal life.

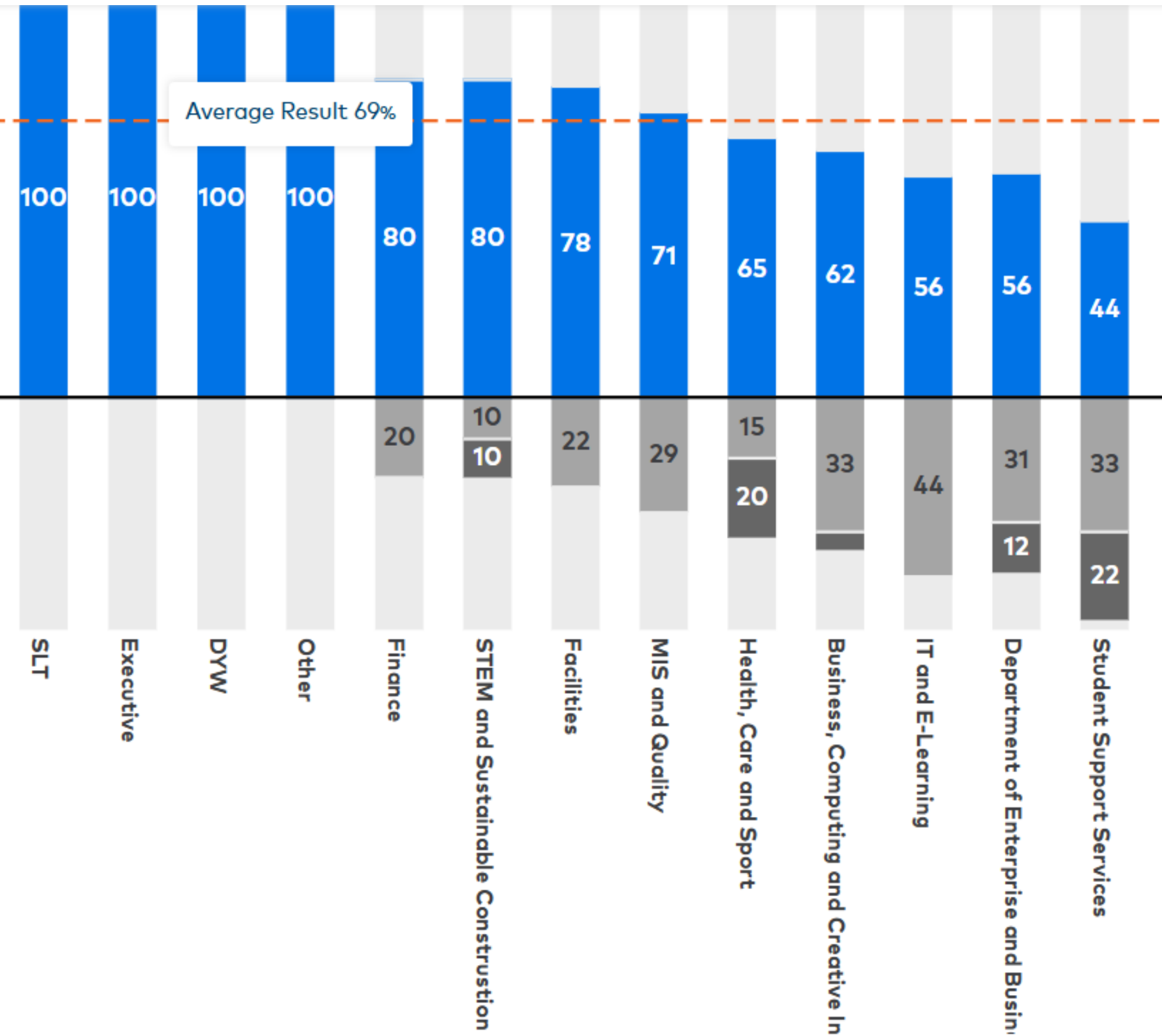


# Work Environment & Processes

I am given the resources and equipment to do my job.



Our facilities contribute to a good working environment.



...better facilities for our practical work!

...better physical environment to work in,

...The decor in the classrooms!

....Expenditure on equipment and training that is necessary ...

...For all of the college's campuses to have the equal standard of facilities for both staff and students.

....Better facilities would make my job easier and more efficient, delivering a much better service

# Maximising Human Potential

# Fair Treatment

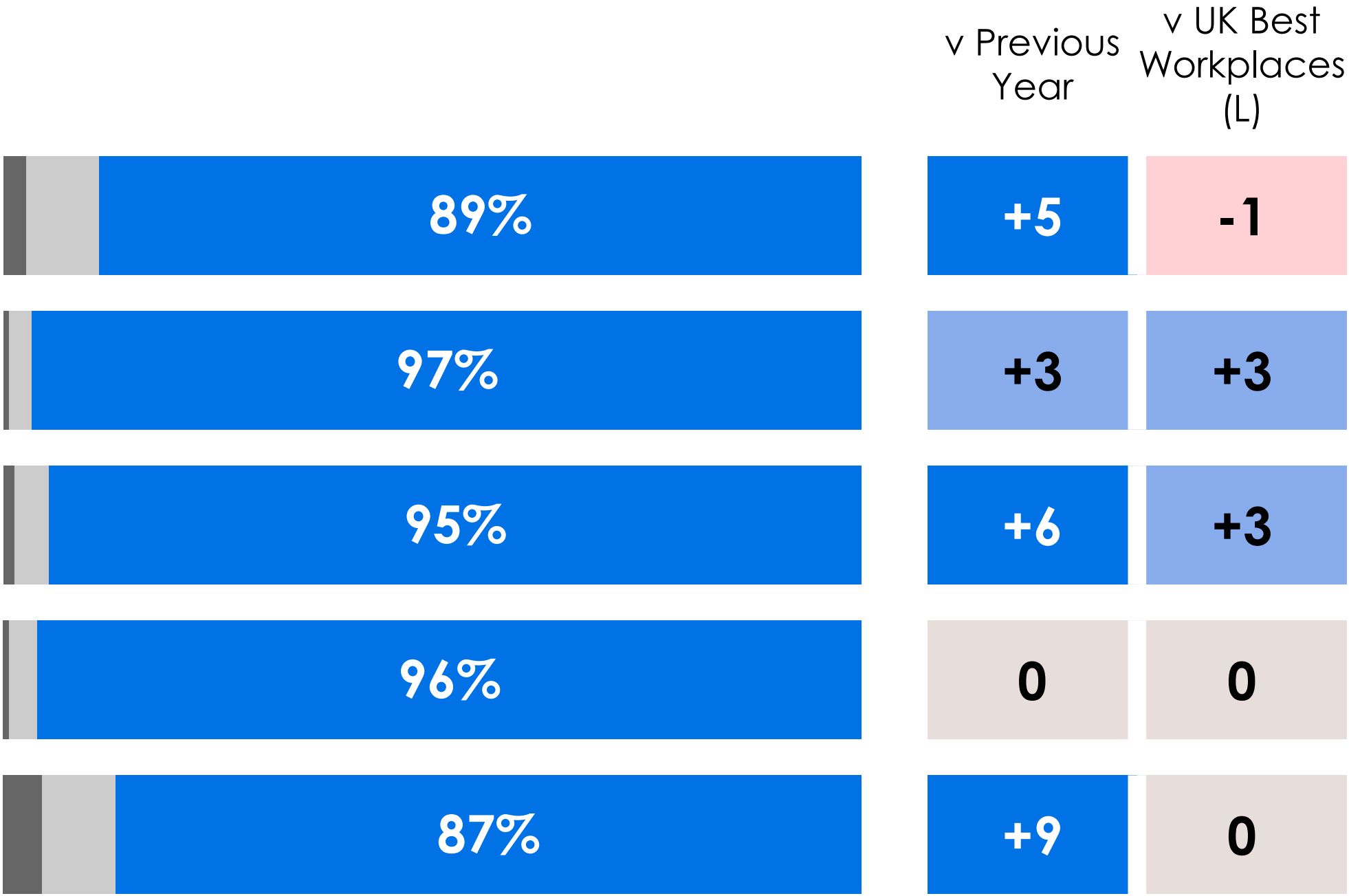
People here are treated fairly regardless of their age.

People here are treated fairly regardless of their race or ethnic origin.

People here are treated fairly regardless of their gender.

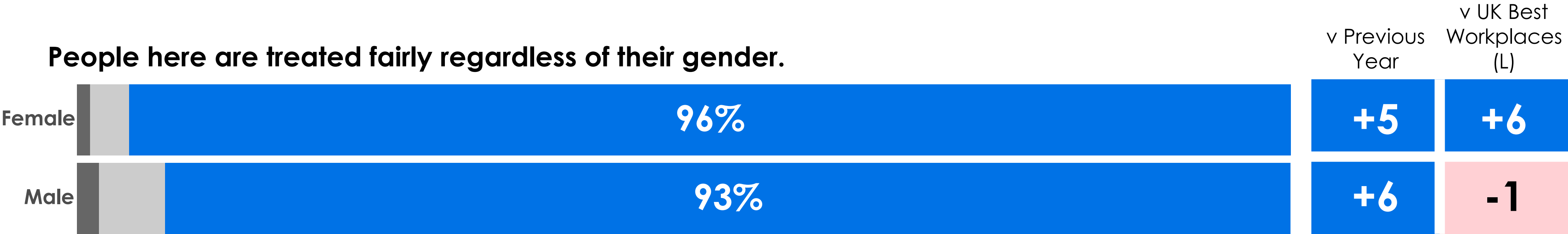
People here are treated fairly regardless of their sexual orientation.

I am treated as a full member here regardless of my position.



# Gender

People here are treated fairly regardless of their gender.



Largest differences:

STATEMENT	BORDERS COLLEGE	FEMALE	MALE	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	93	57		
I am given the resources and equipment to do my job.	85%	+5	-10	15	5
People here are treated fairly regardless of their age.	89%	+4	-8	13	3
People celebrate special events around here.	76%	+7	-6	12	5
I believe management would lay people off only as a last resort.	78%	+4	-8	12	5

STATEMENT	BORDERS COLLEGE	FEMALE	MALE	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	93	57		
This is a fun place to work.	69%	-6	+12	17	5
Management hires people who fit in well here.	76%	-5	+10	15	5
Taking everything into account, I would say this is a great place to work.	76%	-4	+10	14	5



# Work Status

WORK STATUS	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153	76%	81%	77%	72%	68%	65%
Full-time	80	+2	+2	0	+5	+2	+6
Part-time	73	-3	-3	0	-5	-3	-6

## Largest differences:

STATEMENT	BORDERS COLLEGE	FULL-TIME	PART-TIME	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	80	73		
Our senior leaders fully embody the best characteristics of our organisation.	68%	+8	-9	17	11
Management shows a sincere interest in me as a person, not just an employee.	68%	+7	-8	15	11
Taking everything into account, I would say this is a great place to work.	76%	+6	-7	13	9
Everyone has an opportunity to get special recognition.	72%	+6	-7	13	12
Management is competent at running the business.	74%	+6	-7	13	8
I would strongly recommend my organisation to friends and family as a great place to work.	74%	+6	-7	13	11



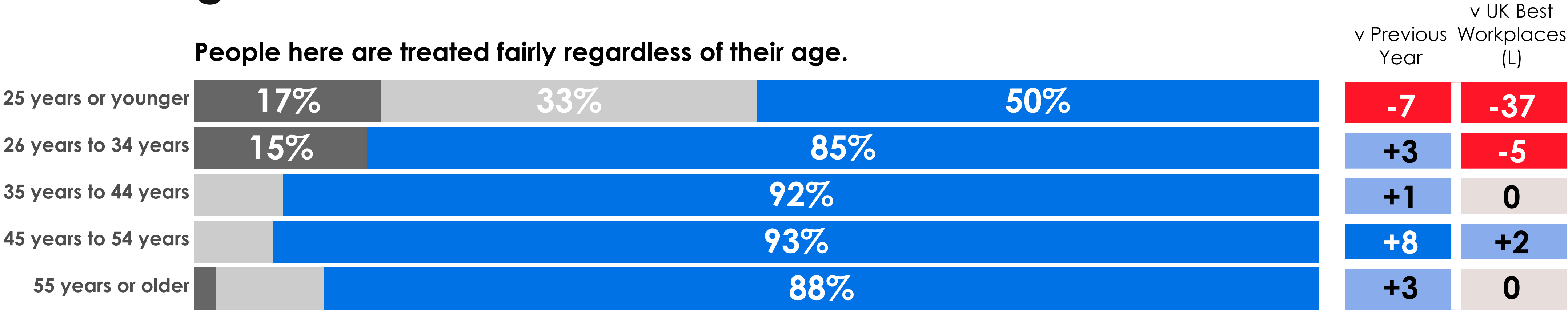
# Staff Group

## Largest differences:

STATEMENT	BORDERS COLLEGE	LECTURING STAFF	SUPPORT STAFF	RANGE
Respondents	153	53	100	
People here are paid fairly for the work they do.	72%	+19	-10	29
Management keeps me informed about important issues and changes.	73%	+14	-8	22
I am given the resources and equipment to do my job.	85%	-13	+7	20
Management delivers on its promises.	63%	+9	-4	13
Management involves people in decisions that affect their jobs or work environment.	63%	+9	-4	13
This is a fun place to work.	69%	+8	-4	12
Management's actions match its words.	64%	+8	-4	12
Management does a good job of assigning and coordinating people.	65%	+8	-4	12
People here quickly adapt to changes needed for our organisation's success.	70%	+7	-5	12

# Age

People here are treated fairly regardless of their age.



## Largest differences:

STATEMENT	BORDERS COLLEGE	25 YEARS OR YOUNGER	26 YEARS TO 34 YEARS	35 YEARS TO 44 YEARS	45 YEARS TO 54 YEARS	55 YEARS OR OLDER	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	6	13	38	43	53		
Management involves people in decisions that affect their jobs or work environment.	63%	-46	-25	+16	-3	+3	62	23
Management has a clear view of where the organisation is going and how to get there.	66%	-49	-4	+10	+4	-4	60	20
Management genuinely seeks and responds to suggestions and ideas.	70%	-37	-12	+17	+2	-6	54	18
Managers avoid favouritism.	67%	-34	-5	+19	-2	-7	53	21

# Tenure Heat Map

TENURE	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153	76%	81%	77%	72%	68%	65%
Less than 2 years	25	+8	+5	+5	+12	+14	+13
2 years to 5 years	61	-5	-5	-4	-6	-11	-9
6 years to 10 years	18	+2	+4	+5	+6	+2	+7
11 years to 15 years	14	-13	-12	-14	-27	-9	-15
16 years to 20 years	15	+4	+5	+1	+11	+3	+12
Over 20 years	20	+7	+7	+7	+9	+13	+8

## Largest differences:

STATEMENT	BORDERS COLLEGE	LESS THAN 2 YEARS	2 YEARS TO 5 YEARS	6 YEARS TO 10 YEARS	11 YEARS TO 15 YEARS	16 YEARS TO 20 YEARS	OVER 20 YEARS	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	25	61	18	14	15	20		
Management is competent at running the business.	74%	+14	-2	-2	-38	+5	+11	52	22
Management shows appreciation for good work and extra effort.	74%	+10	-5	+4	-31	+19	+6	50	28
People here quickly adapt to changes needed for our organisation's success.	70%	+6	-8	+2	-20	+3	+25	45	28
Management has a clear view of where the organisation is going and how to get there.	66%	+14	-9	+12	-30	+7	+14	44	26
This is a psychologically and emotionally healthy place to work.	66%	+14	-1	+1	-30	+1	+9	44	29

# Managerial Level

MANAGERIAL LEVEL	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	153	76%	81%	77%	72%	68%	65%
Mid-Level Manager	6	+16	+9	+8	+20	+21	+18
Frontline Manager/Supervisor	21	+6	+8	+6	+5	+11	+12
Employee	123	-3	-3	-2	-2	-4	-4

## Largest differences:

STATEMENT	BORDERS COLLEGE	MID-LEVEL MANAGER	FRONTLINE MANAGER/SUPERVISOR	EMPLOYEE	RANGE	RANGE - UK Best Workplaces (L)
Respondents	153	6	21	123		
Promotions go to those who best deserve them.	61%	+39	+15	-5	44	30
Management does a good job of assigning and coordinating people.	65%	+35	+2	-3	38	26
We appreciate people who try new and better ways of doing things, regardless of the outcome.	69%	+31	+21	-6	37	24
Management shows a sincere interest in me as a person, not just an employee.	68%	+32	+8	-4	36	25
Our facilities contribute to a good working environment.	69%	+31	+2	-3	34	20

# Achievements, Recommendations & Next steps





- Good level of participation (57%)
- Seeing much more positivity than in the last survey, particularly with regards to fair pay, clear expectations, recognition/appreciation.
- Notably above the external benchmark with regards to fair pay, wellbeing/work life balance, resources/equipment, cooperation/willing to give extra, treated fairly

### What makes it a great place to work?



Impact the college has on individuals, providing **new opportunities to change lives**

Staff in our department **help and support each other**

**Listened to when I have new ideas.** Given opportunities to develop ...

**My line manager and manager above her both genuinely really care about me and what I have to say.**

...social/well-being events ...- work, rest, play...mingle & jingle, etc.

**The leadership is inspiring.** The effort made to make people feel part of a team ... We are approached for our ideas and **asked to be part of interesting pieces of work.**

**Flexibility between work and family life.**



# Recommendations

Keep doing what you're doing – aim for greater consistency. Look to understand and close gaps in the views and experiences of different groups to ensure that every individual is having positive and consistent employee experience in the following areas:

## 1. Leadership/management

- Leaders/managers are having a **strong influence on employee engagement at the College**. To improve consistency, focus on upskilling, coaching and reinforcing company initiatives to ensure *all* managers are:
  - Living the company Values
  - Holding regular 121s, encouraging L&D, work-life balance, etc.
- To raise positivity of management competence:
  - **Convey a clear & compelling view of the future with regular updates** to instil confidence (*“more proactive and strategic workforce planning”*). Perhaps provide clarity on the policy of hiring temporary staff and any associated processes (*“Start offering permanent contracts and you might attract applicants who care about the role and the organisation...”*).
  - **Ensure managers avoid bias/favouritism** when allocating/co-ordinating staff and when listening to their views (*“treat staff equally, no favourites”*). Ensure all are consulted, no matter their role, age or experience i.e. Support to feel as informed & involved as Lecturing.
  - **Involvement & Innovation:** Make good use of employees' skills and knowledge with *“meaningful”* conversations before decisions are made. Some employees say (*“listen to the staff/industry experts. We have some fantastic ideas...”* and *“more awareness from Executive management of staff skills...”*). Can more be done to facilitate this?
  - **Simplifying processes:** A few staff cite bureaucratic processes (*“too many processes...which take up the majority of time rather than preparing lectures and supporting students”*). Perhaps a working group to improve on this where possible?

## 2. Other

- **Open comments:** It can have a big impact if the SLT say that they're personally going to read through every comment and take action. This can help to increase participation in future surveys.
- **Facilities:** Are there any 'quick wins' to visibly show people are being listened to (e.g. facilities/equipment upgrades)? This can also help to show that management cares and is focused on providing quality services to students.
- **'Hotspots':** some departments see less positivity than the College average so may need extra support (note very *small base sizes*):
  - **Finance** – less positive about appreciation/recognition and politics & backstabbing.
  - **Dept of Enterprise & Business Innovation** – less positive about involvement, management in general, particularly management keeping promises.
  - **Student Support Services** - Less positive about being kept informed, clear expectations, facilities.
- **GPTW consultancy services:** GPTW can help with your post-survey activities (e.g. facilitation of focus groups, leadership coaching, etc). Let us know if you'd like further information.





# Appendix

# Department

STATEMENT	BORDERS COLLEGE	BUSINESS, COMPUTING AND CREATIVE INDUSTRIES	DYW	DEPARTMENT OF ENTERPRISE AND BUSINESS INNOVATION	EXECUTIVE	FACILITIES	FINANCE	HEALTH, CARE AND SPORT	IT AND E-LEARNING	MIS AND QUALITY	OTHER	SLT	STEM AND SUSTAINABLE CONSTRUCTION	STUDENT SUPPORT SERVICES	RANGE
Respondents	153	21	6	16	5	9	5	20	9	7	5	6	20	18	
Everyone has an opportunity to get special recognition.	72%	-12	+11	+3	+8	+6	-72	+7	-5	+28	-12	+28	+13	-11	100
Management shows appreciation for good work and extra effort.	74%	-12	+26	-12	+26	+4	-74	+11	+4	+26	-34	+26	+11	-7	100
People avoid politics and backstabbing as ways to get things done.	67%	0	+33	-11	+13	-34	-67	+23	+8	+33	+13	+16	+8	-17	100
Management involves people in decisions that affect their jobs or work environment.	63%	+4	+37	-44	+37	-7	-43	+22	-7	+23	+17	+20	+2	-24	81
Management delivers on its promises.	63%	+8	+37	-44	+37	+4	-43	+22	0	+23	-3	+20	+2	-24	81
You can count on people to cooperate.	75%	-13	+25	0	+25	-19	-55	+5	+3	+11	+5	+8	+15	-8	80
Management does a good job of assigning and coordinating people.	65%	0	+35	-21	+35	-9	-45	+5	-9	+35	-45	+35	+20	-21	80
Promotions go to those who best deserve them.	61%	-4	+39	-8	+39	-17	-41	-1	-11	+10	-1	+39	+19	-17	80
Management's actions match its words.	64%	+3	+19	-39	+36	+14	-44	+11	+3	+22	-4	+19	+11	-23	80
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	75%	+6	+25	-19	+25	-8	-55	+10	-8	+25	-15	+8	+10	-4	80

# Most Unfavourable, Inconsistent & Favourable Statements

Most Unfavourable Statements	% Unfavourable	Most Inconsistent Statements	% Inconsistent	Most Favourable Statements	% Favourable
Management involves people in decisions that affect their jobs or work environment.	11%	Promotions go to those who best deserve them.	32%	People here are treated fairly regardless of their race or ethnic origin.	97%
Management keeps me informed about important issues and changes.	10%	Management delivers on its promises.	30%	People here are treated fairly regardless of their sexual orientation.	96%
Managers avoid favouritism.	9%	We have special and unique benefits here.	30%	People here are treated fairly regardless of their gender.	95%
Management has a clear view of where the organisation is going and how to get there.	9%	Management does a good job of assigning and coordinating people.	30%	This is a physically safe place to work.	94%
Our facilities contribute to a good working environment.	9%	Management's actions match its words.	30%	Management trusts people to do a good job without watching over their shoulders.	89%
Management shows a sincere interest in me as a person, not just an employee.	9%	Our senior leaders fully embody the best characteristics of our organisation.	29%	People here are treated fairly regardless of their age.	89%
I am offered training or development to further myself professionally.	8%	People look forward to coming to work here.	28%	People here are given a lot of responsibility.	88%
People avoid politics and backstabbing as ways to get things done.	8%	This is a fun place to work.	27%	I am treated as a full member here regardless of my position.	87%
Everyone has an opportunity to get special recognition.	7%	People here quickly adapt to changes needed for our organisation's success.	26%	I'm proud to tell others I work here.	87%
				When you join the organisation, you are made to feel welcome.	86%