



HUMAN RESOURCE STRATEGY 2007/08 to 2008/09

1. Introduction

- 1.1. The purpose of this strategy is to help the College to fulfil its mission which is to transform lives through learning. We will accomplish this by:
- meeting the individual learning needs of students and supporting them to achieve
 - encouraging students to participate in the wider opportunities the College offers
 - working in partnership with other organisations

The following extract from the BHASVIC Strategic Plan 2006 – 2009 sets out the strategic aims which are directly relevant to the HR strategy:

- Deliver the College's Mission
 - Care for our staff.
 - Enhance and realise the potential of the financial, physical and human resources at our disposal with particular regard to sustainability.
 - Ensure the College performs to its full potential by developing leadership and management at all levels.
 - Embed management development and joint practice development as routine and continuous in the College
- 1.2. This strategy provides a structure for ensuring that the HR function at BHASVIC supports the College in achieving its mission and strategic objectives.
- 1.3. The successful development of the College is dependent upon the quality of its staff. The College aims to attract, retain and develop a diverse and highly talented staff with the knowledge and skills to achieve our mission. It will do this by recognising and rewarding achievement; developing staff; and providing fair, transparent and effective policies and procedures that encourage openness and trust.

2. Guiding principles that support this strategy

- 2.1. The HR Strategy supports the College's strategic aims which are set out in the Strategic Plan 2006-09.
- 2.2. BHASVIC aims to be a safe and healthy workplace in which all staff feel valued, diversity is celebrated and individuals are not excluded or discriminated against.
- 2.3. We will facilitate personal and professional development enabling individuals and groups to achieve their full potential and contribute to the provision of excellent teaching and learning at the College.

- 2.4. We will adopt a strategic and professional approach to recruitment processes to enable the College to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims and values.
- 2.5. We will support efficient, fair, consistent and sustainable management practices by developing HR policies and procedures that are up to date and fit for purpose.
- 2.6. The Human Resources Committee of the Corporation will consider and approve HR policies and advise the Corporation as appropriate and will undertake the delegated authorities as set out in these policies.

3. The strategy is compiled under the following headings:

- Equality and Diversity
- Staff Development
- Recruitment and Selection
- Employment Relations
- Performance Management
- Staff Welfare
- HR records and Management Information
- HR Policies
- Risk Management

3.1 Equality and Diversity

Aim: To challenge discrimination in all its forms, promote equality and celebrate diversity.

Objectives:

- To operate processes and procedures that are fair and transparent and which ensure BHASVIC is a welcoming and inclusive place to work.
- To take account of equality considerations in reviewing HR policy documents and procedures.
- To gather equality data in order to monitor the effectiveness of the recruitment process and access to staff development opportunities.
- To ensure that all staff (including part-time and temporary staff) have equal opportunity and access to appropriate training, development and support.

Related documents:

Equality and Diversity Policy
Race Equality Policy
All HR Policies

3.2 Staff Development

Aim: To contribute to an environment in which all staff feel valued and are able to realise their potential.

Objectives:

- To provide a central staff development programme for all staff that meets the needs and objectives of the college.
- To promote the professional and to facilitate personal career development of staff.

- To have a structured and coherent induction programme for new staff and offer new managers the opportunity to attend new manager induction and management training programmes.
- To ensure the probation and PDR processes enable the line manager to identify the training, development and support needs of their staff.
- To identify training and development requirements, including those flowing from management change and other programmes, and to make suitable provision to support such initiatives.
- To provide a high-quality probation/induction programme in order to encourage probationary staff to develop the full range of competencies and skills necessary to undertake their duties.
- To continue our commitment to the Investors in People standard.

Related documents:

Equality and Diversity Policy
 Race Equality Policy
 College Strategic Plan
 PDR Policy and Procedures
 Staff Probation Policy and Procedures
 Staff Induction Procedures
 Staff Development Plan
 IIP Standard
 Staff Development Team terms of reference

3.3 Recruitment and Selection

Aim: To attract and appoint excellent staff with the right qualifications, experience, skills and attributes to enable the College to fulfil its strategic aims and support its values.

Objectives:

- To update and implement comprehensive procedures and guidelines for the recruitment and selection of staff.
- To keep under review all documentation used in the recruitment and selection process in order to comply with legislation and to satisfy the pre employment checks required to protect children and vulnerable adults.
- To support College managers in the recruitment and selection process.
- To provide information to the Senior Management Team and Governors on the recruitment and retention of staff, staff turnover and exit data, and equality monitoring data.

Related documents:

Equality & Diversity Policy
 Race Equality Policy
 Induction Procedures
 Data Protection Policy
 Probation Policy & Procedures
 Recruitment Guidelines for Managers
 Pay Policy
 Policy and Procedures for Changing Staff Contracts
 Guidelines for the use of fixed term contracts

3.4 Employment Relations

Aim: To maintain an effective consultative forum with staff and union representatives.

Objectives:

- To consult with Trade Union Representatives on changes to HR Policies and Procedures.
- To ensure that staff are informed of the HR Policies and Procedures available and where to access them.

Related documents:

Staff Consultation procedures
JUMCoG terms of reference
Terms and Conditions of Employment Handbook for teaching and support staff

3.5 Performance Management

Aim: To ensure that there is a fair and transparent process to review the performance of staff in the conduct of their duties.

Objectives:

- To ensure that each member of staff has an annual review and feedback on their performance.
- To encourage managers to use departmental reviews, probation reviews and PDRs to identify poor performance issues at an early stage and to initiate appropriate action and monitor progress.
- To provide advice and support to curriculum and support staff managers on performance management.
- To encourage and facilitate remedial action being taken where issues of less than satisfactory performance have been raised, in particular the provision of appropriate support through staff development and the staff welfare services.
- To take such action as may be necessary, under established disciplinary, dismissal and other procedures, to deal with continuing problems of poor performance and to keep under review the operational effectiveness and efficiency of those procedures.

Related documents:

Equality & Diversity Policy
Race Equality Policy
Induction Procedures
Probation Policy & Procedures
Recruitment and Selection Policy and Guidelines
Pay Policy
Disciplinary (Misconduct and Capability) Policy and Procedures
PDR Policy and Guidelines

3.6 Staff Welfare

Aim: To promote a safe and healthy working environment that supports staff in achieving the College's mission.

Objectives:

- To ensure that HR Policies take account of the well being of staff bringing together the various elements of support and assistance available.
- To promote supportive working relationships and reduce conflict.
- To ensure that a staff welfare service is provided including confidential counselling.
- To liaise with the Health and Safety Officer on issues relating to stress in the workplace.

Related documents:

Equality & Diversity Policy
Race Equality Policy
Flexible Working Policy
Absence Management Policy
Dignity at Work Policy
Induction Procedures
Probation Policy & Procedures
PDR Policy and Procedures
Health and Safety Policy

3.7 HR records and Management Information

Aim: To maintain accurate records on staff and provide Management information.

Objectives:

- To update all HR records promptly.
- To provide statistical information on staff analysed by sex, race, and disability, on a regular basis for management purposes.
- To provide managers and staff with information on staff development activities on a regular basis.
- To comply with the requirements of the Data Protection Policy.

Related documents:

Data Protection Policy

3.8 HR Policies

Aim: To ensure the College has relevant HR policies and procedures to support its strategic objectives.

Objectives

- To develop, build and maintain updated policies, procedures and operational information.
- To publicise the policies and related documents on BHASVIC Central.

- To provide guidance to staff on the implementation of these policies.

Related documents:

The College Mission Statement
The College Strategic Plan 2006-2009

3.9 Risk Management

Aim: The initiatives outlined in this strategy have been developed with the aim of supporting BHASVIC's mission and responding to legislative change.

Objectives

- To minimise the risks identified in the BHASVIC Risk Management Survey.

Related documents:

The Risk Management Survey
The College Strategic Plan 2006-2009

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