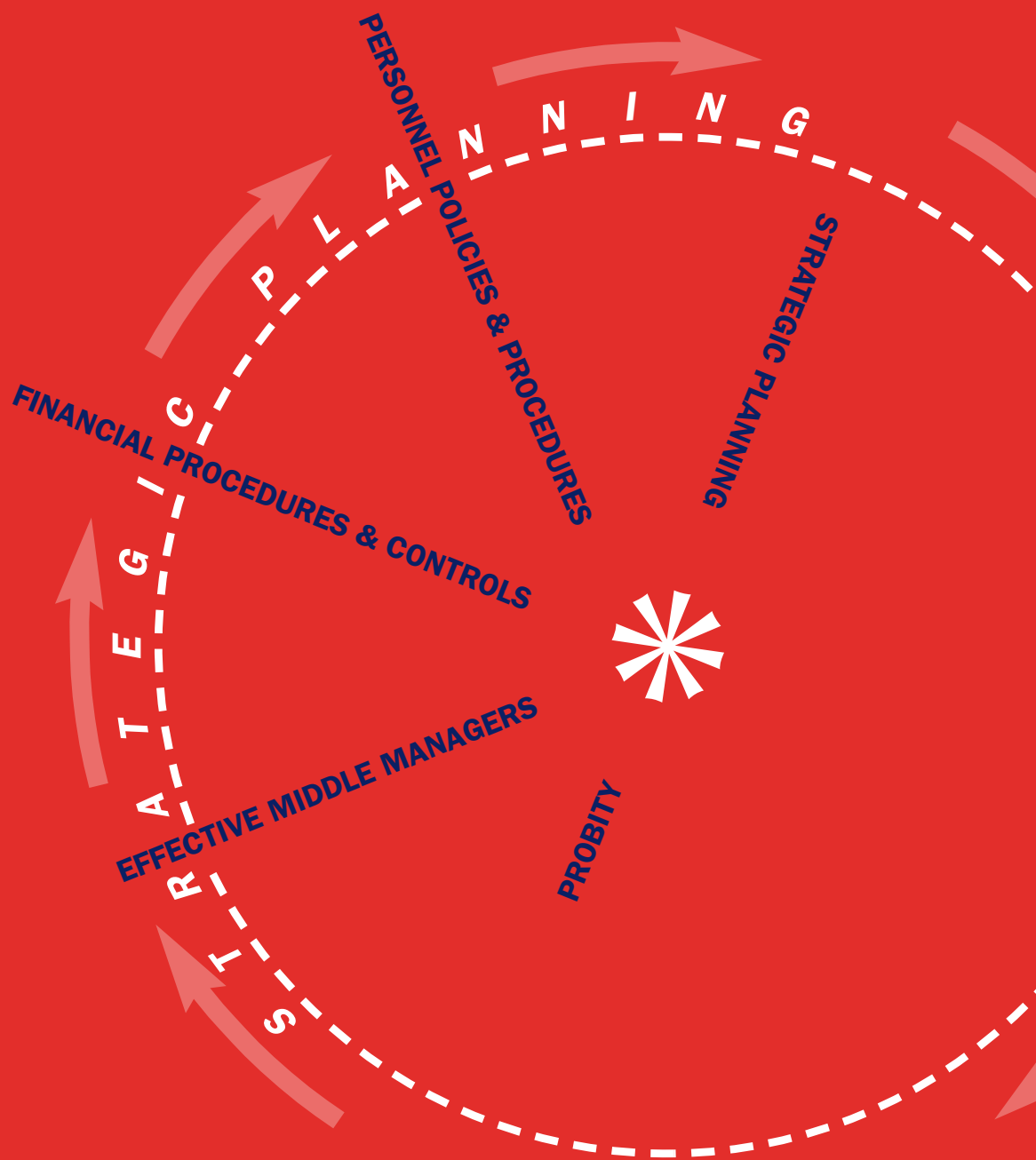


# good governance & management at Thanet College



# personnel policies & procedures

## INTRODUCTION

The FEFC Inspection of Thanet College in May 1998 assessed College Governance and Management as Grade 1 outstanding provision, which has many strengths and few weaknesses.

The College has been successful in bidding for resources under Strand 4 of the Standards Fund to develop this information pack as a contribution to sharing 'good practice' with other further education colleges in Kent. We are pleased to take this opportunity.

Our aim has been to produce material which conveys the overall nature and character of the approach which we follow at Thanet College without in any sense wishing to produce an A to Z guide. Our intention has been to make the pack useful, practical and supportive of colleagues in Kent and other colleges who believe there is a need to review their approach to aspects of management and governance.

The units in this pack cover the following governance and management issues:

- Strategic Planning
- **Personnel Policies and Procedures**
- Financial Procedures and Controls
- Probity
- Effective Middle Managers

## COMMENTARY OF THE THANET COLLEGE INSPECTION TEAM

'The College has well established personnel policies and procedures. Equal Opportunities considerations in the appointment and employment of staff are monitored systematically, and outcomes reported annually to the Corporation's Personnel Committee.' The College has held Investors in People status since May 1997.

## CORE PRINCIPLES

Our approach to personnel management is underpinned by the following core principles:

- We must ensure our contribution to the work of the College is focussed upon supporting the strategic aims of the College described in the Strategic Plan.
- Our personnel practice and procedures must be predicated upon best practice and geared to adding value to the work of the College.
- In our working practice we must reflect the need to adapt to on-going change in the wider environment in which the College operates.



- The design of jobs must ensure clear accountabilities and responsibilities geared to achieving our strategic aims.
- A good match must be maintained between the skills, competencies and experience of our staff and the need to provide the very best service to all our students defined within the Strategic Plan.
- In a college environment where learning is the core of our business it is vital for staff to be supported in their own learning by a well managed approach to professional development.
- The promotion of equal opportunities throughout the College is based upon the value we place on all our staff and students. We recognize and are sensitive to individual needs, having full regard to their ethnic origin, culture, gender, levels of ability, sexual orientation and religion.

#### **KEY FEATURES OF PERSONNEL MANAGEMENT AT THANET COLLEGE**

- The positive role of governors, who set up the policy framework through which good personnel practice can be maintained and developed.
- The Personnel Section's Annual Operating Plan is geared to achieving targets described in the Strategic Plan, which are specific to the personnel function, but also integrating its work in supporting other strategic targets which are not personnel specific.
- Service level agreements between the Personnel Section and the College define the nature of personnel services provided within the College which underpin the Annual Operating Plan.
- Managers are supported through a framework of effective advice and guidance in ensuring the College acts through their managers as a 'good employer' at all times where consistency of practice is vital.
- The role of the Joint Consultative Committee in providing a forum for regular consultation which is meaningful and allows staff the proper opportunity to raise concerns, suggest improvements and contribute generally to improvements in the conditions of service of staff.
- Well developed human resource planning which achieves the best match with the targets set within the framework of the College's Strategic Plan.
- Regular divisional and section meetings enable good communication between the personnel function and other sections.
- Staff development programmes, including a strong commitment to induction, provide all staff with the opportunity to reflect on their practice within the framework of regular review and monitoring of targets and performance.
- Job design and remuneration are based upon the need for sound job analysis and



evaluation to enable the College to act consistently as a single employer and to be able to recruit, develop and retain good quality staff.

- Personnel Information Systems are designed to be user friendly and support managers in the delivery of College targets set within the framework of the Strategic Plan.
- Full use is made of indefinite contracts to provide employment stability and avoid over dependence upon short-term, fixed term and temporary arrangements.
- Personnel policy and procedures are informed and updated by ensuring regular contact with external sources to reflect good practice and compliance with the legal obligations of a good employer.

### **ROLES AND RESPONSIBILITIES FOR PERSONNEL**

#### **Governing Body**

Sets the overall strategic plan for the College, which determines the broad framework in which personnel practice operates.

#### **Personnel Committee**

Determines the specific policy framework in which personnel practice and procedures are managed within the College. Maintains oversight and review of College policy and procedures.

#### **Principal**

Overall responsibility for all staff, subject to the responsibilities of governors for senior members of staff.

#### **Deputy Principal**

Has overall delegated responsibility for the management and deployment of human resources within the College including staff development and for quality standards.

#### **Divisional Managers and Middle Managers**

Responsibility for line management of staff in their divisions/sections drawing on specialist support services when required.

#### **Head of Personnel Section**

Day to day responsibility for the management of the personnel function within the College. Co-ordination of staff review and development programmes and overseeing professional counselling for all staff. Monitoring of personnel practice and procedures across the College.

#### **Staff Tutor**

Regularly observing and reporting on the quality of teaching across the College. Facilitates and



co-ordinates in-house best practice training as part of the staff development programme. Oversees the College mentoring programme.

#### **Divisional and Section Managers**

Line management responsibility for their staff including application of College personnel procedures utilising the Personnel Section for advice support and training where necessary.

#### **KEY FEATURES OF THE ANNUAL TIMETABLE IN PERSONNEL PLANNING**

- November** – sections produce draft Course Plans for next academic year with indicative manpower requirement.
- December** – review of current year's staff training and development plan.
- February** – submission of FEFC units bid funding application.
- March** – 2nd review of current year's Staff Training and Development Plan.
- May** – draft budgets produced including firm requirements for new staff, changes in existing staff and proposals for staff development.
- June** – approval of section staffing requirement – consequent staff changes planned for new academic year.
- June** – review of current year Staff Development Plan.
- July** – new Staff Development Plan formulated reflecting aggregation of individual training and development needs.
- August** – Staff Development Plan finalised.

#### **SUPPORTING DOCUMENTATION**

##### **College Employment Policy**

We would be willing to share other relevant information/documentation on request.

#### **YOUR RESPONSE TO THIS PACK**

Our commitment is to respond to colleges who may wish to pursue an interest with us in using any of our ideas or information.

We are continually reviewing and modifying our management and governance capability in the clear recognition of its value in achieving better outcomes in College performance and effectiveness. Should you wish to comment upon the information contained in the pack we would be pleased to hear from you. Contact either Bryan Mitchell, project co-ordinator or Teresa Fitzgerald on 01843 605000 or Email [principal@thanet.ac.uk](mailto:principal@thanet.ac.uk)



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## EMPLOYMENT POLICY – SEPTEMBER 2000

Issue No. 3 – Author, John Hartley

1. Thanet College's success depends to a significant extent on the contribution of its employees. The members of the Corporation therefore recognise that fair and effective employment policies are essential to the achievement of that success.
2. The Corporation and managers of the College also recognise that the success of these policies requires that there should be an awareness and acceptance of them at every level of the organisation. The successful development, implementation and operation of employment policies requires the involvement of all employees.
3. The members of the Corporation have identified the following policy areas/management processes, based on the principles set out above, which they consider are essential to the future success of Thanet College:
  - **Human Resources Planning** – to determine the future mix of skills and size of the workforce required, and plan to meet the needs of the College expressed in the nine year Strategic Plan.
  - **Recruitment and Selection** – to ensure an adequate supply of suitable staff to meet the College's human resources requirements (Personnel Handbook – Appointment of Staff Procedure 2.5).
  - **Health and Safety** – to maintain safe and healthy working conditions for all employees (Personnel Handbook – Health and Safety Policy 1.6, Non-Smoking Policy 1.7, Health Policy 1.10, First Aid at Work 2.13, Protective Clothing and Workwear 2.18, Fire and Bomb Alerts 2.8, Emergencies and Intruders 2.7).
  - **Conditions of Employment** – to offer conditions of employment which will attract, motivate and retain sufficient suitable employees (College Handbooks – Personnel Policies and Procedures, General Operating Procedures, Financial Controls, Management Guidelines).
  - **Grievance and Disciplinary Arrangements** – to establish fair and effective procedures for the speedy resolution of grievance and disciplinary matters (Personnel Handbook – Disciplinary Procedure 2.3, Grievance Procedure 2.4).
  - **Equal Opportunity** – to do everything possible to ensure that all employees and potential employees have equal opportunity irrespective of sex, race, religion, disability, age, social class, marital status and sexual orientation (Personnel Handbook – Equal Opportunity Policy 1.2, Anti-Harassment Policy 1.9).



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- **Communications, Consultation and Participation** – to seek employees' views, keep staff informed about, and promote employee involvement in those aspects of the organisation relevant to their interests (consultative committees/working groups: Joint Consultative, Academic Standards, Health and Safety, Publicity and Promotions, ILT, MIS, Corporate Training and Advisory).
  - **Security of Employment** – to provide security and continuity of employment consistent with the need to ensure the continued viability of the College.
  - **Training/Staff Development** – to set appropriate standards of performance for the College and to provide training/development opportunities which ensure that these standards are met (Induction Checklist and Handbook, Personnel Handbook – Staff Development Policy 1.3, Staff Development: Work Placement 1.4, Staff Review and Development Scheme 2.6).
  - **Work Organisation** – to establish working methods which provide for economic, efficient and satisfying working lives.
4. The College believes that sound policies/management processes in the above areas will be to the benefit of the overall efficiency of the organisation and in the best interests of its employees.

