

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AMOC Contributing to the Management of Change

Word Count: 3300

Student Name: Katy Barron

Student Number: 1811083

CIPD Membership Number: 5339341X

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: K.L.Barron

Date: 16/12/2019

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CIPD Candidate evidence matrix

(CEM1)

Candidate name: Katy Barron				CIPD Membership/registration No.: 5339341X		
Qualification title: Level 5 CIPD Diploma				Unique Learner No. (ULN): 1811083		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	LO1	Coleg Sir Gar's Maternity Policy	1.1		
5AMOC	Contributing to the Management of Change	LO1	Coleg Ceredigion's Sickness Absence Management Policy and Procedure	1.2		
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5AMOC	Contributing to the Management of Change	LO1	SWOT on the change of policy, procedure and sickness system	1.4		
5AMOC	Contributing to the Management of Change	LO1	Stakeholder Plan	1.5		
5AMOC	Contributing to the Management of Change	LO1	Communications Plan	1.6		
5AMOC	Contributing to the Management of Change	LO1	Gateway Screenshot of where Info for staff is advertised	1.7		
5AMOC	Contributing to the Management of Change	LO1	Instructions on how to use the absence system	1.8		
5AMOC	Contributing to the Management of Change	LO1	Change Plan	1.9		
5AMOC	Contributing to the Management of Change	LO1	Executive Team Request	1.10		

5AMOC	Contributing to the Management of Change	LO1	Minutes from first Union Meeting	1.11		
5AMOC	Contributing to the Management of Change	LO1	Email from line manager	1.12		
5AMOC	Contributing to the Management of Change	LO2	Change Plan	2.1		
5AMOC	Contributing to the Management of Change	LO2	Minutes from first Union Meeting	2.2		
5AMOC	Contributing to the Management of Change	LO2	Minutes from second Union Meeting	2.3		
5AMOC	Contributing to the Management of Change	LO2	Letter to all staff confirming change	2.4		
5AMOC	Contributing to the Management of Change	LO2	Email to colleague with information on the Management Groups for the new sickness system	2.5		
5AMOC	Contributing to the Management of Change	LO2	Management Group Spreadsheet	2.6		
5AMOC	Contributing to the Management of Change	LO2	Instructions on how to use the new sickness system	2.7		
5AMOC	Contributing to the Management of Change	LO2	Further instructions on the new sickness system	2.8		
5AMOC	Contributing to the Management of Change	LO2	Instructions for managers on the use of the new sickness system	2.9		
5AMOC	Contributing to the Management of Change	LO2	Emails on arranging training	2.10		
5AMOC	Contributing to the Management of Change	LO2	Emails offering one to one training	2.11		

5AMOC	Contributing to the Management of Change	LO2	Email reminding managers of the new policy	2.12		
5AMOC	Contributing to the Management of Change	LO2	Minutes from Curriculum Area Team meetings	2.13		
5AMOC	Contributing to the Management of Change	LO2	Coleg Ceredigion and Coleg Sir Gar's Grievance Policy	2.14		
5AMOC	Contributing to the Management of Change	LO2	Email to all staff to complete Self Certificates	2.15		
5AMOC	Contributing to the Management of Change	LO2	Questionnaire	2.16		
5AMOC	Contributing to the Management of Change	LO2	Sickness rates	2.17		
5AMOC	Contributing to the Management of Change	LO2	Screenshot of where to access the new sickness system on the Gateway	2.18		
5AMOC	Contributing to the Management of Change	LO2	Emails to and from CSG HR on sickness system	2.19		
5AMOC	Contributing to the Management of Change	LO2	Email from line manager *	2.20		
5AMOC	Contributing to the Management of Change	LO3	Change Plan	3.1		
5AMOC	Contributing to the Management of Change	LO3	Sickness rates	3.2		
5AMOC	Contributing to the Management of Change	LO3	Self-Certificates return rates	3.3		
5AMOC	Contributing to the Management of Change	LO3	Email from line manager	3.4		
Candidate declaration:						
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:			K.Barron		Date:	18/09/2019

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

LO1

Organisations go through change frequently and in order for organisations to successfully reach their goals and outcomes, the process must be managed effectively; failure to do so may negatively impact the employees, culture and organisation (CIPD, 2019).

Coleg Ceredigion (CC) has undertaken many changes since the merge with Coleg Sir Gar (CSG) in 2017. The drivers for change within the college are, government legislative changes which affect policies and process used at CC, competitive pressures from other Further Education colleges and technological changes (Rees and Hall, 2013).

Following the merger, the aim of the HR functions and senior management were to work closely in order to provide parity with regards to policies and procedures.

The need for the following change was to harmonise policies and procedures; CSG's pay scales, maternity and sickness policy and procedure. Evidence 1.1, 1.2 and 1.3 shows the proposed policies and procedures. Focusing mainly on the sickness policy and system.

Before implementing change, it's important to assess the advantages and disadvantages that the change will have on an organisation. A commonly used method to determine this is the use of a SWOT analysis. The CIPD (2018) states that the SWOT analyses are best used to ascertain any factors which may influence something such as change; drawing on the strengths, weaknesses, opportunities and threats.

As seen in evidence 1.4 a SWOT analysis has been completed to discover any factors which may prevent or empower the change. The potential strengths of changing the sickness process is number of short-term sickness absences may decrease due to effective absence management. A decrease in absence figures could mean an increase in employee wellbeing; leading to higher performance (CIPD, 2019). Weaknesses could be that CC haven't adopted a change ready culture which may slow down the progression of the change (Wilkinson and Taylor, 2016). An opportunity of this change could be a reminder to managers that they act as role models to employees; employees will choose whether to follow or not (Marris, 2017). A threat to the change could be resistance from employees (CIPD, 2018).

There are internal and external drivers for change. Internal drivers often stem from management decision made to reach performance outcomes; whereas external drivers are often uncontrollable (Rees and Hall, 2013).

An internal driver for this change is the development of policies and procedures. CC have needed to implement adaptations to existing policies to allow for the new sickness system and procedure to work (Coleg Ceredigion, 2019).

The external driver is the colleges' stakeholders. CC's stakeholders are the students. When lecturing staff are frequently off sick then this affects the education and support provided to the students; potentially leading to decrease in motivation which affects the results and retention rates. Therefore, ensuring short-term sickness absences are managed and kept low is important for the college outcomes.

The aim of this change is to have successfully implemented a new sickness policy and procedure and effective use of the sickness system; ideally showing a decrease in sickness figures.

During periods of change, it's good practice to devise a stakeholder plan, to establish those affected by the change. This allows the organisation to plan and arrange appropriate communication and support techniques to be put in place (SHRM, 2019)

With the change of sickness policy and system, only CC employees would be affected by the change therefore no stakeholder plan was devised. However, evidence 1.5 shows an example of a stakeholder plan that could have been used.

A communication plan, as seen in evidence 1.6, guarantees effective communication throughout change, and is crucial when involving and updating employees; it also provides understanding and allows managers to address concerns and listen to employee voice, which helps gain commitment from the employees (ACAS, 2019).

The stakeholder plan identifies the main people concerned are all CC employees. CC have undergone many changes and the morale amongst staff is low. It's important that management adopt new rules or change immediately as they are role models to the rest of the workforce. How they behave will affect on the behaviour and acceptance of staff (Wilkinson and Taylor, 2016).

Announcing and communicating the change will also allow HR and management to reinforce and tackle the reoccurring issue surrounding short term sickness absences within the college.

The change will be communicated through various channels; through the intranet, letters and through employee representatives. (evidence 1.7.) The Executive Director of HR and Wellbeing will have involvement with the consultation process with Union representatives with the Assistant HR Officer, the HR Advisor and Assistant HR Officer will work together to provide training on the new systems and the HR Service Manager and Assistant HR Officer will devise and send letters to employees.

The resources required were time for HR to discuss the harmonisation of policy with the Union representatives, IT support to help with creating and setting up the sickness system to support the policy procedure and detailed reports and instructions to help employees use and familiarise themselves with the new system (evidence 1.8).

Policies and procedures are already available; it would potentially save the College money as a decrease in absences will lead to fewer contracts issued to staff for covering sick colleagues.

A change plan as seen in evidence 1.9 consists of several steps and is created by the change management team in order to reach the set outcomes (Prosci, 2019). Organisations often use Gantt Charts as a way of monitoring projects; a visual bar chart that shows the connection between activities and the start and deadline date to be completed.

The objectives were to harmonise policies, implement the adopted policies, remove recording of absences from the HR department to Campus Office and to ensure effective communication. The timescale for this to happen was over a couple of months; as our intention was to have the changes in place by 1st April, when the approval was provided by the Executive Team it only gave us 2 months.

The approval to consult with Unions regarding the harmonisation of policies and new system was given by the Executive Team. HR submitted a request to the Executive team who gave the outcome to proceed with the change (Evidence 1.10).

Following the approval from the Executive team, the Executive Director of HR met with myself as a note taker to discuss the harmonisation of policies with the Union representatives who would feedback to the employees (Evidence 1.11). Following the discussion between employees and Unions, myself and the Executive Director met with the Unions again for the response.

Once the agreement was made, I worked alongside my HR colleagues to devise and send outcome letters, work on the new sickness system and arrange meetings with managers and campus office staff on using the new sickness system.

My role was assisting with the administration by taking notes during meetings, writing and sending out letters, assisting with the implementation of the new system, assisting and conducting training sessions, answering questions or concerns raised by staff and reinforcing the importance of this change.

Following this process, I received positive feedback on my approach and assistance with the change. My line manager has supported these comments as shown in evidence 1.12.

MATERNITY LEAVE POLICY

 colegsirgâr  colegceredigion	
Policy Title	Maternity Leave Policy
Policy presentation	This will be made available in writing (Arial font size 12) in Welsh and English. Alternative formats may be requested. Such requests should be made to mike.williams@colegsirgar.ac.uk
Policy communication	Gateway
Main purpose of the policy (Brief Summary)	To set out the rights, entitlements and obligations of employees who are pregnant and wish to avail themselves of the maternity benefits provided by the College.
Main Author (Who can provide advice and guidance on contents)	Executive Director of HR and Wellbeing
Date approved at Corporate Board	
Date effective from	01/08/2019
Date for renewal	Annually and in line with legislation
Equality Impact Assessment needed (Yes or no)	Yes
Date of Equality Impact Assessment	19/07/2019
Welsh Language Impact Assessment	Yes
Date of Welsh Language Impact Assessment	
Risks Associated with Policy (If policy is not implemented)	Potential health and safety breach if risk assessments are not carried out. Unfair or inconsistent approaches to dealing with maternity leave applications and pregnant employees.

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 - 6. The Right to Return to Work**
 - 7. Annual Leave**
 - 8. Protection of expectant mothers**
- PER15 Maternity Leave Application Form**

SICKNESS ABSENCE MANAGEMENT POLICY AND PROCEDURE

 colegsirgâr  colegceredigion	
Policy Title	Sickness Absence Management Policy and Procedure
Policy presentation	This will be made available in writing (Arial font size 12) in Welsh and English. Alternative formats may be requested. Such requests should be made to mike.williams@colegsirgar.ac.uk
Policy communication	Union Consultation Staff Meetings Staff Gateway
Main purpose of the policy (Brief Summary)	The main purpose of this policy is to ensure that all sickness absence is responded to in a fair, caring and sympathetic manner. That the procedure relating to absence management is applied fairly and consistently to all staff and to provide support to employees who are unable to work through ill health.
Main Author (Who can provided advice and guidance on contents)	Executive Director of HR and Wellbeing
Date approved at Corporate Board	05/02/2015
Date effective from	01/08/2019
Date for renewal	Annual and in line with any legislative updates.
Equality Impact Assessment needed (Yes or no)	Yes
Date of Equality Impact Assessment	09/10/2014
Welsh Language Impact Assessment	
Date of Welsh Language Impact Assessment	
Risks Associated with Policy (If policy is not implemented)	Cost of sickness absence. To ensure staff wellbeing and consistency of approach across the College in managing absence

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Appendix 1 – Notification of Absence Flow Chart

Appendix 2 – Short Term Sickness Absence Procedure Flow Chart

Appendix 3 – Long Term Sickness Absence Procedure Flow Chart



Reporting of Sickness Absence Procedures

If you are unable to attend work due to **sickness absence you must:**

- **Telephone** your **campus office and your line manager** or management team on your first day of absence between 8.00 and 8.45 or with as much notice as possible if normal start time is different to 8.45
- Advise of the **reason** and likely **duration** of absence
- If you have not been able to speak to your line manager, you will be asked to leave a contact number with campus office for your manager to get in touch with you later that day. Your manager/ management team is **expected to speak with you** on your first day of absence.
- Maintain **regular reasonable** contact with your line manager/management team throughout your absence.
- If your absence spans more than 7 days, provide a Medical Statement of Fitness from the 8th day. These must be provided in a **timely manner** and must run **consecutively** with **no uncovered days**.
- Notify your campus office **and** your line manager **immediately** on **your return work**.
- Payments made for days taken as sick leave will be shown on your payslips. These will be done automatically. Failure to report your return to work could result in incorrect adjustments being made to your salary.
- Complete an **SA128** Self Certification Form. It is important that these indicate **actual days of sickness** even if they are days that you would not normally work, eg weekends and public holidays.
- If you leave work due to sickness before 10.00 the full day will be recorded as 1 day's sickness absence, if you leave after 10.00 OR leave 1.25 hours after the normal start time it will be recorded, **not** as sickness absence but may be considered as a unacceptable pattern of absence under the new Short Term Absence Management procedure. You **must** advise campus office and your line manager that you are going home.
- All staff will be required to participate in a return to work discussion with their line manager following every period of absence. Details of this will be recorded on the CSG My Absence system and must be agreed by the employee prior to submission to HR.

All staff are able to view their own sickness record by accessing CSG My Absence via the College Gateway. All staff should be familiar with the contents of the Sickness Absence Management Policy and Procedure.

Please note, failure to comply with the provisions of the Sickness Absence Management Policy and Procedure could lead to the withholding of sick pay and may constitute misconduct and be dealt with in accordance with the College's Disciplinary Policy.

Absences Other Than Sickness Absence

The College has a Special Leave of Absence Policy and a Parental Leave Policy, which contains details in relation to absence from work not relating to sickness absence. These policies are both available on the College Gateway. The following are the most common forms of absences:

TIME OFF FOR DEPENDANTS

- ♦ All employees have the right to time off during working hours for dependants, this time off is intended to deal with **unforeseen** matters and **emergencies**. A dependant could be a spouse, partner, child, parent, or someone who depends on an employee for care. The leave can be taken for example, to deal with a breakdown in childcare or if a dependant falls ill or is taken into hospital. Please refer to the Special Leave of Absence policy for more detail.

There is no statutory entitlement to receive pay while taking time off for dependants, however, the College will allow the first day to be paid but any subsequent days will be unpaid. Alternatively, an employee can take annual leave or TOIL. An SA128 must be completed on return to work.

COMPASSIONATE LEAVE

- ♦ Compassionate leave normally up to 5 days will be granted for the following (this may be increased to a maximum of 10 days at the discretion of the line manager taking in to account individual circumstances): Death of, or life threatening illness or injury to: Spouse, Civil Partner, Partner, Child, Parent/ guardian, Sibling, Grandparent, or other close dependent relative or partner.

The employee should inform the manager of the need to take compassionate leave as soon as is reasonably practical to. Each case will be viewed sympathetically and the individual's circumstances will be taken in to account. An SA128 must be completed upon return to work. Please refer to the Special Leave of Absence policy for more detail.

DOCTOR/DENTIST/HOSPITAL APPOINTMENTS

(The intention is that the time granted would be a maximum of one whole day per appointment.)

- ♦ The line manager and campus office should be notified in advance of the appointment if it is a planned visit. If an emergency arises, notification should be made on return to work.

JURY SERVICE/COURT WITNESS

- ♦ The line manager should be advised and the campus office should be notified in advance of any impending absence, and an SA128 completed. Please refer to the Special Leave of Absence Policy for further details and information relating to pay during this type of absence.

PARENTAL LEAVE

- ♦ All staff are entitled to apply for parental leave provided that they meet the required eligibility criteria. The entitlement is for up to 18 weeks of unpaid parental leave. Employees may not take leave in blocks of less than one week (except in relation to a child who is disabled) and may not take more than four weeks leave in respect of any individual child in any year, an application for parental leave must be made. Please see Parental Leave Policy for further details.

SWOT

The introduction of this change is adopting of the policy went to negotiating with the Unions, the new system required involvement of IT to develop a system appropriate to the policy and procedure and then training with staff and managers on how sickness reporting and recording will be used.

A SWOT analysis on this change is seen below.

Strengths of the change are, improved sickness procedures which aim to manage absences to reduce and maintain low levels of short-term sickness, harmonisation of policies with CSG for parity across all campuses; ensuring all staff follow the same rules without any disparity. Focusing on decreasing sickness could positively affect employee wellbeing which will lead to higher performance (CIPD, 2019).

Weaknesses of the change are that it is time consuming to develop the systems and policies as well as taking time in delivering the change to all staff; as well as this, despite CC employees having undergone many changes over recent years, CC still haven't adopted a change ready culture which could affect how quickly the change is accepted and moving forward. The HR function haven't implemented effective techniques to manage impacts of change (Wilkinson and Taylor, 2016).

Opportunities of the change are, potential to decrease short-term sickness absences and to effectively manager absences. The introduction of trigger points based on Bradford factor will allow HR and managers to monitor and resolve reoccurring absences; this could lead to a higher engaged and productive workforce. Another opportunity is to encourage managers to act as positive role models; employees will choose how to act depending on managers' behaviours (Marris, 2017).

Threats of the change could be negative presence of trade unions which could delay or prevent the change from progressing as well as the change not being communicated clearly or frequently resulting in staff feeling confused, uninvolved and lack of trust in the organisation and leadership (CIPD, 2018a).

Endence 1.5

Stakeholder plan

Stakeholder	Influence	Interest	Stakeholder Grouping
Employees	High	Hugh	Maintain frequent and thorough communication of the impending change and throughout the implementation; involving staff at each stage
Management	High	High	Communicating frequently and honestly, providing training on managing sickness.
Students	Low	Low	Inform students of changes if asked.
General Public	None	None	NA

Communications Strategy

Coleg Ceredigion Profile	Coleg Ceredigion is a Further Education college based in West Wales. The College had two campuses based in Aberystwyth and Cardigan; however, following a merger with a second college, Coleg Sir Gar in 2017 the colleges have now become 1 with 2 brands and 7 campuses.
Reason for change	To ensure parity and fairness for all, the HR departments and managers from both brands have been working closely in order to harmonise policies and procedures. The introduction of the new sickness policy and procedure as well as the system will mean further work and training for Campus Office staff and management, as well as familiarising employees with the changes. Providing clarity and fairness for all will aim to improve higher performance from staff (CIPD, 2019a)
Awareness	Following the merger, staff morale at Coleg Ceredigion has been negative with the short-term sickness absence rates increasing. During 2017 there was a redundancy process which saw sickness rates decrease; this could be associated with the redundancies. According to ACAS (2019b) attendance records is a criteria for redundancies and could leave employees feeling pressured to attend to maintain job security. However, during the redundancy process in 2019, the sickness figures weren't affected. To improve morale and to ensure employees feel involved in the involvement of change, communication is important, as well as having employee voice and/or employee representatives (CIPD, 2019b)
Communication Objectives 1. Outcome 2. Reinforce issue 3. Communication channels	The main outcome from communicating this change to employees is to provide and understanding for why the change must occur. HR and management are responsible for ensuring that everyone is aware of the new policy and procedure and how and why the new system has been implemented. Union representatives have been given the opportunity to affectively communicate the change to employees in order to get their commitment. Managers and HR will also be visible and available to employees to answer

	questions and address issues should they rise. HR will also be required to issue a letter to all staff reminding them of the change. It's important that the college actively uses a 2-way open dialogue with representatives and stakeholders (Wilkinson and Taylor, 2016). Bringing employees attention to the change in policy and systems will reinforce the reoccurring issue that the college has with short-term sickness absences; making staff aware of the new 'targets' that are embedded within the policy and system to provide HR and managers the ability to monitor absence figures. The change will be communicated to all staff through employee representatives, through the staff intranet and letters (Coleg Ceredigion, 2019b)
Project Manager(s)	Executive Director of HR and Wellbeing to oversee the consultation with Union representatives regarding the acceptance of the new policy with the assistance of the Assistant HR Officer. HR Advisor and Assistant HR Officer working closely in implementing and training staff on the new sickness system. HR Services Manager and Assistant HR Officer devising outcome letters to all staff.

Applications

Self Service Password Reset
Approved
Cofreio
Cofreio - Staff Development
CofreioTV
Cofreio Gwyllyddion Website
Cofreio Gwyllyddion Website
Cofreio Internal Vacancies
Cofreio Vacancies
CSG New Reports
CSG My Absence
EBS Agent
Engineering Request
eTrack
E-SQ Online
Gap - System
Google
Google Classroom
Google Drive
GWAIA Return Archive
Helpdesk - Job Tickets
Library
Library Catalogue
 Moodle
My Files
My Printing
My View
Office 365
Password Alterations

You are here: Home

Staff Info 9.12.19

PLEASE WEAR YOUR LANYARD

SAFEGUARDING CONTACTS: please see [HERE](#)TUTORIAL LINK 2018/20 YEAR <https://sites.google.com/colegsiargar.ac.uk/term1-19-sep2019-oct2019/home>

FOOD BANK: Annual Library Food Bank Collection - last day for donations is this Thursday 12th December. Please drop off any donations to your campus libraries before Thursday - any contribution gratefully received. Delia / Thank you

EMPLOYMENT VACANCIES SITE. Becky Pask has been working with the Library to set up an employment vacancies site for staff. Please see <https://sites.google.com/colegsiargar.ac.uk/colegsiargar-employment-vacancies/home>

WELSH LANGUAGE STANDARD: Some of the new students' rights - see [HERE](#)

TEACHING TOOLKIT NUMBER 2: You are pleased to share with you our second resource about 'Strategy and Planning' for half term. **This half term we have developed 'Assessment Activities to Develop Learning', next half term we will be creating a toolkit on 'Effective Group Work'.** Please feel free to get in touch if you have any suggestions or feedback that you would like us to develop. Further support contact teaching@colegsiargar.ac.uk

<https://docs.google.com/presentation/d/1WuJ25FpKMC02bUAFvHhMmZv2Jf0n0a0u0/edit?usp=sharing>

CHRISTMAS CLOSURE: All teaching will finish on all 7 campuses at 8pm on the evening of **Thursday 19 December**. On Friday 20 December, a Christmas breakfast will be provided for staff with the rest of the morning allocated to administrative/CPD duties. All campuses will close at 1pm to allow staff to attend any planned social activities if they wish. The College will not open on **Monday 23 December** for reasons of efficiency in effect this will be an additional closure day for staff, but this will not set a precedent for any future Christmas closures. The College will re-open on Thursday 2 January.

SOLUATIA: Tudis Ddwythum Tudis, **Wednesday 11 December 2019, 10.30-13.00** Grog Campus (Llandelli) - See [HERE](#)

DRAFT FEES FOR 2020/21: Please find our **draft fees HERE** - HE, FE, Schools etc yet to be approved by the Board of Directors, but ready to be submitted for approval. Any advice please contact info@colegsiargar.ac.uk

DRAFT TERM DATES 2020/21: Please see [HERE](#). Please note they are in draft at this point. This hopefully will help with forward planning.

Featured News

- New JSPS for 2020/21
- The Forge Launching today
- Raising the Standards - Christmas @2019/20
- Nantgwynedd - Christmas @2019/20
- K2 & G2 Personal Tutoring Meeting - Alcohol Awareness

Staff IT FAQs

- Software for Home Use
- Staff Account Deleted
- Staff Account Deleted
- WELT Request
- WELT Request
- WELT Request
- WELT Request
- WELT Request
- WELT Request
- WELT Request

Message Board

- New jobs site for members
- The Forge Opening today
- Nantgwynedd / Christmas @2019/20
- Nantgwynedd / Christmas @2019/20

Search

Log out

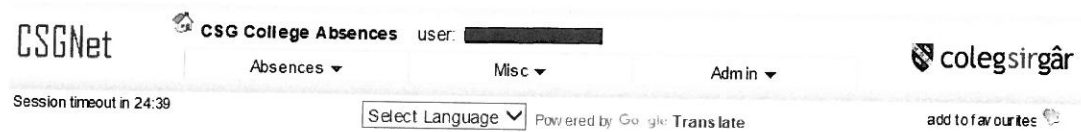
Select Language

Categories

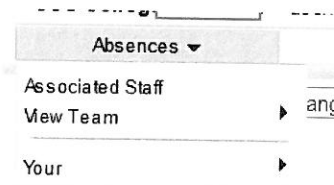
Academic Calendar
CPD Google Docs
Data Classification
Enterprise Employment & Innovation
Health & Safety
IT Helpdesk
Library
Library & Numeracy
Management News
Message Board
Staff Wellbeing
Teaching & Learning

CSG MYABSENCE

Access: Through link on email notification or on the Gateway > Applications > CSG MyAbsence

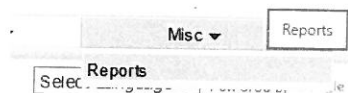


Absences:



- Associated Staff – Show absences of staff from area for previous months
- View Team –Allows you to select individual employees records, and find absence review meeting records
- Your - View your own absence record and your own absence review meeting records

Misc:



- Reports – Access to a number of Absence management reports

Admin: Management don't have access to this section. HR only.

Change Plan

Vision and Objectives

- To harmonize all policies and procedures to provide parity and fairness across all 7 campuses.
- To have an agreement to adopt the policies by 1st April 2019 and to implement from then on.
- Remove recording of absence from the HR Department to the Campus Office and train the appropriate staff and managers on the new system and procedures.
- Provide an honest and thorough communication process throughout this change

How to achieve the vision and objectives

- Request to harmonise and proceed with change of procedure and system to be approved by the Executive team.
- Discussion between the HR Department and Union Representatives.
- Unions to consult with Coleg Ceredigion employees.
- Unions to report back to HR Department.
- Implement new policy, procedure and system from 1st April 2019
- Frequent communication with employees on the change
- Written outcome to employees.
- Training sessions with appropriate staff.
- Continuing support to all staff on using, familiarising and managing the sickness policy, procedure and system.

Business Case

Coleg Ceredigion is the only Further Education college in West Wales. Following the merger with Coleg Sir Gar in 2017, it is now 1 college, 2 brands and 7 campuses. As part of the merge between the two colleges, focus has been on harmonising policies and procedures; in particular, the sickness policy.

Over the past years, short-term sickness absence levels have increased at Coleg Ceredigion (Figure 1.1) a factor recognized by the HR department and line managers as an issue which needs addressing. The implementation of the new policy and procedure will allow for better management and monitoring from line managers on dealing with short-term absences. The new policy will be based around 'trigger points' like the Bradford Factors, drawing managers and HR's attention to employees who have reoccurring sickness reasons or pattern appears. To support this, a new sickness system will be developed to automatically alert managers when an employee has reached a trigger point to conduct an informal meeting as stated in the policy. The online system accessed via the staff Intranet will reduce on the amount of paperwork currently used during sickness procedures.

Those affected

This change will mostly affect Coleg Ceredigion employees; from all levels of the workforce. The main stakeholders for the college is students, however this affect won't affect them other than hopefully improving lecturers sickness absence levels which will benefit their education.

Roles

- The HR Department will participate in Union meetings, communicating with employees and implementing and training staff on the adopted policy, procedure and system.
- Union representatives will be required to consult with employees on the change and influence a positive agreement to adopt the changes.
- Managers will be required to act as a positive role model for the change, answer and manager any concerns or issues raised by employees and have open and honest communication at all times.

COLLEG CEREDIGION - EXECUTIVE MEETING: 18/02/2019

Gofynnwyd gan: / Requested by:	Enw'r Maes Cynnwym/Swyd dograeth Gymat / Curriculum Areal/Support Function Name:	Natur y Cais / Nature of Request:	Enw a Theitl Swydd y Cyfodiad (os dewisir B, C neu D uchod); / Name and Post: Title of Current Postholder (if B, C or D is selected above):	Disgrifiad Bwr o'r Cais (dylech gymwys teitl y swydd, graddfa, oriau, gan gynnwys hyd; / Brief Description of Request (include post title, grade, hours, weeks etc.);	Math o Gontract ee. Parhad, Dros Dro Contract Type eg. Permanent, Temporary Inc. duration:	Hysbyseb: / Advertise:	Cyflwyniad dros yr Ialyn Gymraeg / Welsh Language Justification	Cyflwyniad dros y Cais / Justification for Request	Goblygiadau Cost (rhochd fanylion gan gymwys argosiau) / Cost implications (provide details including on-costs)	Cymeradwyaeth / Approval
HR	NA	To commence harmonisation of pay scales, maternity policy and sickness policy, procedure and system		CC and SSG to abide by the same policies and procedures to provide parity across the 7 campuses	Permanent	Amherthnasol / Not applicable	NA	Parity for all	None	Approved

**Notes of meeting held on Wednesday 6th March 2019 in Faculty Director's Office
on Aberystwyth Campus at 10:00am**

Present

Catherine Hill, Executive Director of HR and Wellbeing (CH)

Nick Allen, UCU Representative (NA)

Daniel Titley, Unison Representative (DT)

Lynwen Williams, HR Officer (LW)

Katy Barron, Notetaker (KB)

3 things to discuss:

1. Harmonisation of Business Support pay scales – CSG/CC
Parity and Fairness
2. Sickness Absence Policy
3. Maternity Leave

NA Pay scales first

CH Everything works advantageously
Nobody loses out
Scale 5 - 3 people on top of the scale, doesn't correlate to CSG scales. They are earning more than top of scale at CSG, proposal to freeze those 3
4 people are due increment in August, they have a choice:

Choice – current increment is below top level at CSG. Can choose to take £500 now and go over to CSG scale or stay and wait for CC increment but will lose out £200 long term. Choice is theirs.

DT How much cost for the college? Does it affect elsewhere?

CH Parity and Fairness is critical
Can freeze 3 people – earning fairly
Pay award being added to CC pays scales
Harmonisation of pay scales from 1st April

NA Those 4 can make individual decision?

CH Yes

DT Still get cost of Living rise etc in future

CH Yes

NA & DT Happy with pay scales agreement as discussed

CH Sickness and Maternity
Trade off here

Harmonisation

Charlotte Jepson
Thu 10/16/2019 17:17

Katy Barron

Hi Katy

I wanted to congratulate you on all your hard work during the harmonisation process. This has been successfully implemented with your careful planning and great communication skills. You have worked very hard on ensuring all parties involved were given the right information at the right time.

All the staff I have spoken with have commented on your professional approach and how they felt informed throughout.

Thank you for your continued hard work.
Kind regards,

Kind regards

Charlotte

Charlotte Jëpson
Rheolwr Gwasanaethau AD / HR Services Manager
Coleg Sir Gar / Coleg Ceredigion
Campus Graig Campus
Llanelli
SA15 4DN
01554 748093
charlotte.jepson@colegsirgar.ac.uk



Rhan o Grwp PCDDs Part of the UWTSO Group

Mae'r e-bost hon yn cynnwys ffeiliau atodol sy'n gyfrinachol i ac ar ystyr llywodraeth neu lysoffisioedd a enwir o fewn. Bydd unrhyw farnebu sylweddus fyddai'n parhychyn i awdurnïyr e-bost hon yn gwanhau ffylm i'w gwneud ddarpar gyfarfodydd postmaster@colegiargar.ac.uk
Cyhoeddiwyd i mwy o ddeddf - a os wir wrthgadrifur i'w darparu i'w hyspwrdd.
This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Any view or opinions expressed are solely those of the author and do not necessarily represent those of Coleg Sir Gâr. If you have received this email in error please notify the administrator on the following address: postmaster@colegiargar.ac.uk
Please consider the environment - do you really need to print this email?

LO2

The vision and objectives of the change plan as seen in evidence 2.1 was to adopt policies by 1st April 2019. Although the plan was followed and the sickness policy and procedure were implemented, we weren't able to implement the changes until 1st August due to communication difficulties.

As part of employees accepting the new sickness policy, they must agree to adopt CSG maternity and pay scales as a 'package'. However, the Union representatives didn't communicate that this was a package deal and that employees can only agree to all or reject them all. The minutes from this meeting in Evidence 2.2 supports that this wasn't clearly explained.

As it wasn't made clear that this was the case, the employees understandably rejected the maternity as the proposed policy wasn't as generous as the existing one and were happy to adopt the sickness and pay scales as they were advantageous.

During a second meeting in late March 2019, between HR and Union representatives, it was made clear that there was miscommunication and required the Unions to meet once again with employees (see evidence 2.3). Once the Unions met with their members and further explained the situation and package deal we were able to get an answer, which was yes CC will be adopting all 3 policies.

However, as this was too late for 1st April, it was decided by the Executive Director of HR and Wellbeing that the implementation of the 3 policies and procedures would be from 1st August 2019.

The agreement to implement the policies and procedures was communicated to staff through a post on the staff intranet (Gateway, 2019) and a letter from the Executive Director of HR and Wellbeing to each employee; including copies of the policies to familiarise themselves (evidence 2.4).

Poor communication can lead to time loss and decrease in productivity (HRM, 2010). With this change, poor communication lead to time lost and resulted in the implementation of policies being delayed.

Once there was agreement in place, other than changing employee's salary and pay scales to align the pay scales as agree by Unions and members, the main focus was the sickness policy, procedure and system.

Myself and the HR Advisor worked together alongside the IT department in setting up the system and various management groups; ensuring that when a sickness or absence record is inputted on the system, the relevant manager is informed, we also created appropriate instruction packs and arranged training sessions. (See evidence 2.5, 2.6, 2.7, 2.8, 2.9, 2.10).

The arranged training sessions happened during the Summer period, meaning many managers or staff were on annual leave. Therefore, I contacted them and arranged one to one training when they were next available (evidence 2.11). I also reminded staff at the beginning of September of the changes which occurred over the Summer (evidence 2.12).

The techniques used in order to maintain positive working within the college were providing honest and frequent communication. There are weekly staff meetings that occur on both campus; this gives staff a chance to ask questions and for managers to inform employees of information and changes. There are always minutes sent around for those unable to attend (evidence 2.13).

As seen in evidence 2.14 CC's grievance policy and procedure is in place to ensure that any matters or concerns raised by employees or managers are dealt with and managed appropriately and in a timely manner. The policy is available through the staff intranet (Gateway, 2019).

CC also encourages employee voice and positive relationships by supporting and encouraging open 2-way dialogue between employees, managers and employee representatives.

This change process reflects Kotter's 8-step change model (1996). HR and Executive team established an awareness that the sooner there is harmonisation of policies and procedures across the whole college, the better.

We approached Union representatives as change leaders to guarantee smooth and quick acceptance of change. We informed and explained the story to staff for the reason behind the change; emphasising on the need to reduce the sickness rates at CC. As soon as HR were aware that the Union representatives had misunderstood the 'package deal', HR intervened in order to remove that obstacle. Once this was done, the Union members came to an agreed decision almost instantly.

A successful way to monitor effectiveness is through the use of Gantt Charts, although this technique wasn't used for this particular change. Instead, I met with managers to ask how the implementation has affected them and the rates of sickness. The new policy and procedure has put more onus on to campus office. They now record and manage the sickness absence system which has improved the accuracy of the data recorded on the system. Campus office are also able to chase and ensure self-certification forms are returned (evidence 2.15).

A previous questionnaire on sickness included a question on whether absences should be managed by HR or line managers (evidence 2.16). The responses were mixed but this new system has been designed for line managers to have more involvement in their employees' absences. Wright (2014) suggests that managers are more understanding and sympathetic for employee they manage.

HR report sickness absences annually. However, as the new sickness policy and procedure have only been in place since the start of the academic, I have monitored the levels on a monthly basis. Evidence 2.17 shows the comparison of rates between the academic year 18/19 and 19/20 for months September until November.

The graph shows a significant difference between September and November sickness rates for this academic year in comparison to 2018/2019, however the rates for October still remain high. Through monitoring the rates monthly, I am able to notice patterns or areas of concern. As the first term of 2019/2020 is almost over, the results show that the change of policy, procedure and system have reduced absences.

The college's mantra is "1 college, 2 brands, 7 campuses" and the harmonisation of policies helps to reinforce that we are one. This change has successfully enabled us to combine policies and procedures to ensure all employees across all 7 campuses are working simultaneously; successfully reaching the organisational requirements.

The previous sickness system at CC was recorded by the HR department and entries were submitted on to the HR database. Now staff can access their own sickness records by logging on to the staff intranet and clicking on the sickness system link (see evidence 2.18).

Myself and my colleague in CSG work closely in ensuring the accuracy of the sickness system and we analyse the system each month to check for inaccuracies or anomalies (see evidence 2.19). I also share any concerns or questions regarding the system with her in order for us to rectify and correct if needed; this guarantees that we maintain records in line with the organisation policies, procedures and requirements.

Evidence 2.20 is an email from my line manager that my contribution was effective.

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Pay award being added to CC pays scales
Harmonisation of pay scales from 1st April

NA Those 4 can make individual decision?

CH Yes

DT Still get cost of Living rise etc in future

CH Yes

NA & DT Happy with pay scales agreement as discussed

CH Sickness and Maternity
Trade off here

Minutes of meeting with UCU and UNISON representatives

Thursday 28th March 10:15-10:30am in the Boardroom at Cardigan Campus

Present:

Catherine Hill, Executive Director of HR and Wellbeing (CH)

Nick Allen, UCU Representative (NA)

Brian Nabney, UNISON Representative (BN)

Lynwen Williams, HR Officer (LW)

Katy Barron, HR Administrative Assistant (KB)

CH What is the response regarding the maternity policy?

BN We had a meeting with the members (20 women) and they rejected the maternity leave policy. However, they are happy with the pay scales and sickness policy.

Staff/Members see it as a reversal of the rights that women have fought for.
They don't want to give up what they already have.

Impression given was that the changes between CC and CSG policies are to be seen as upgrading not downgrading.

It was mentioned in last week's union meeting that Barry Liles [Previous Principal] had said that everything should be upgraded and not downgraded.

CH Wendy Powell mentioned in last week's union meeting that BL had mentioned this previously, however there were no minutes from that meeting to show that.

We are in a situation where we need to watch every penny.
Sick and pay scales goes up, we need to find parity and harmonisation.
Putting CC's maternity policy to CSG would be too costly.

We need to come to an agreement otherwise we will consult – changing the terms and conditions.

NA What do you mean by consultation?

CH Consultation is an official term of changing terms and conditions/contractual changes. Those who don't accept can take voluntary redundancy

NA We're being asked to make a decision that affects all women. Their right to this maternity policy has been in place a long time.

CH When did this policy come in place?

BN It was negotiated and agreed.

CH Ceredigion County Council, UWTSD and Colleges all have 12 weeks.

LW I have checked with others and CC are very generous.

Please ask for:
Catherine Hill, Extension 8124

Date

Address

Dear

Further to consultation and agreement with staff and unions, I am pleased to inform you of the harmonisation of the following:-

Sickness Absence Management Policy & Procedure
Maternity Leave Policy
Pay Scales for Business Support Staff

These will be implemented from the 1 August 2019 and are available on the college gateway. Enclosed is a copy of the Reporting of Sickness Absence Procedures. I would be grateful if you could familiarise yourself with these documents.

Business Support staff will automatically transfer to the new pay scales from 1 August 2019 and continue to receive the annual increment, if appropriate, until the top of the scale has been reached.

If current salary is higher in value than the harmonised pay scale, those staff will remain at their current pay grade.

If you require additional information, please do not hesitate to contact me.

Yours sincerely

Catherine Hill
Executive Director
HR & Wellbeing

Evidence 2.5

CSG Absence System

1 1



Katy Barron

I have attached a spreadsheet which include the management groups. If I have forgotten someone or if a new employee commences employment at the college, can I tell you as and when so that...

Mon 05/08/2019 15:05



Laura Lucas <Laura.Lucas@colegiengar.ac.uk>

Mon 05/08/2019 13:11

Katy Barron

Yes that is, its just so that the appropriate person receives the email notification of absence when campus office logs it.

For example we have the following groups set up:

Construction - Caryl Thomas (Faculty Manager) Wayne Sabori and Ian Law (Head of Service) so if anyone who works in construction phone in sick, campus office select "Construction" and there 3 managers then automatically get the notification of the absence

Engineering - Adam Twells (Faculty manager) Kevin Chilton (Head of Service)

Computing - Adam Twells (Faculty manager) Denise Hudson (Head of Service)

Adam is included within two groups because he has responsibility over the different sections within it.

On the structure I have here we have Ashley Wallington Faculty Manager and then underneath him we have Head of Section Creativity and Care (Vacant Post) and Head of Section Technology and Skills Huw Thomas. Are there any other managers underneath Huw and the vacant post that would have responsibility? If not then the group for this section would be:

Technology and Skills - Ash Wallington and Huw Thomas

Creativity and Care - Ash Wallington and A/N other

Does that make sense? You can add in who reports to them if you want (I think Charlotte may find that useful for doing the hierarchy on the payroll system) I only need the names of the management group and the people to include in it.

Thanks

Laura Lucas

PG Dip CIPD, Assoc.CIPD

Ymgynghorydd AD / HR Advisor

Campus Graig Campus

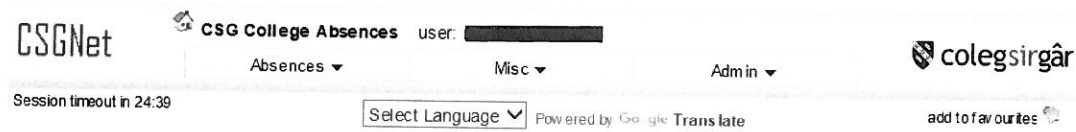
Llanelli

Management Groups

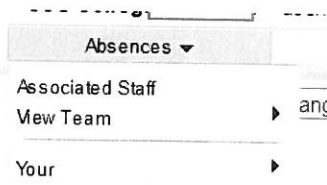
Department	Managers	Staff
Technology and Skills	Ashley Wallington (Faculty Manager)	Allison Davies
	Huw Thomas (Head of Section)	Huw Thomas
Creativity and Care	Ashley Wallington (Faculty Manager)	Andrew Bermanski
	Allison Davies (Head of Section)	Gaynor Boulton
		Jane Clarke-Evans
		Andy Copeland
		Caryl Edwards
		Marian John
		Huw Morgan
		Roma Morgan
		Edward Phillips
		Linda Phillips
		Marion Phillips
		Gareth Renshaw
		Gareth Revel
		Chloe Reynolds
		Rachel Rose
		Emyr Thomas
		Tony Trumper
		James Ward
		Jim West
		Val Williams
		Lona Winney
		Mark Cannell
		Edward Evans
		Anthony Goellnitz
		Ben James
		Ben Dick
		Jeff James
		Jet Moore
		David Williams
		Darren Stevens
		Hannah Abbott
		Russ Basford
		Jess Baudey

CSG MYABSENCE

Access: Through link on email notification or on the Gateway > Applications > CSG MyAbsence



Absences:



- Associated Staff – Show absences of staff from area for previous months
- View Team – Allows you to select individual employees records, and find absence review meeting records
- Your - View your own absence record and your own absence review meeting records

Misc:



- Reports – Access to a number of Absence management reports

Admin: Management don't have access to this section. HR only.

Endence 2.8

Open Absence System from the Gateway > Applications > CSG My Absence (College Absences)

Taking a Call:

When a member of staff phones in sick you will need to establish;

- The name of the member of staff and what department they work in/ who their line manager is
- The reason for absence (if the member of staff doesn't wish to disclose the reason you can make a note of this in the message section on the system)
- The likely duration of the absence
- Whether they have spoken to their line manager
- A contact telephone number and convenient time for their manager to ring them back if they have been unable to speak to them

Entering a new Absence:

This must be done immediately as this is what drives the email notification to the line manager.

1. Select "Add"

The screenshot shows the top navigation bar with 'Absences', 'Misc', and 'Admin' tabs. Below the navigation bar, there is a 'Session timeout in 22:43' indicator and a 'Your' dropdown menu. The 'Add' button is visible in the 'Absences' tab.

2. Select Campus, Aberystwyth/ Cardigan (system will automatically filter the campus that you have responsibility for)

The screenshot shows the 'Add' form for entering a new absence. The form is titled 'Absences for Cardigan' and 'August 2019'. It includes fields for 'Staff' (Please select OR Staff Number), 'Sickness or Other Absence' (Sickness Reason Description, Other Absence), 'SA128 present' (No), 'Statement of Fitness present' (No), 'Expiry Date', 'HSR' (No), 'Health & Safety Related' (No), 'Dates' (Start 05/08/2019, End), 'Notify Manager(s)' (recipient: message), and 'Notes'. A 'Submit' button is at the bottom right. Below the form is a table with columns: Exported, Staff No, Name, Position, Sick/Absent, Absence Reason, Type of Absence, Sickness Reason, Start D.

- a. Select Staff Member from drop down list
- b. Select whether the absence is "Sickness" or "Other Absence" and select sickness reason or absence reason and type from the drop down box.
- c. SA128 present; this will normally be "no" at point of entering initial absence. See below for how to update this.

MANAGEMENT REPORTS

Under "Misc" > Reports

L3UNET

Absences ▼ Misc ▼ Admin ▼

Session timeout in 24:53

Select Language ▼ Powered by Google Translate

add to favourites

Reports

Return RTW Outstanding

Pending Employee Feedback

Specific Absences

Trends - since 01 Apr 2015

Absences per calendar day / weekday

Triggers

3 or more Absences in last 3 Months (13 weeks)

5 or more Self Certified Absences in last year

10 or more Days in last year (comprising of 2 or more absences)

Absences of more than 4 weeks (26 days) in last year

- Return RTW Outstanding – Return to work meetings that have not been completed by the line manager.
- Pending Employee Feedback – Return to work has been completed by the line manager but the employee has not confirmed the details recorded
- Specific Absences – Reports that will show absences other than sickness, ie Time off for Dependents / Compassionate Leave
- Trends – since 01 Apr 2015 – Ignore
- Absences per calendar day/ weekday – Ignore
- Triggers – Will show who has hit one of the 3 triggers and who has had/ is on long term sick. *NB. The number of days reported do not discount part time working/ weekends. Please be mindful of this when assessing whether an employee has actually hit a trigger point. Also need to consider the most recent date of absence and whether it is appropriate to escalate the process, eg if it is September and an employee has hit a trigger but the last absence date was June.*

Sickness Training



Katy Barron

Tue 06/08/2019 16:12

Laura Lucas <Laura.Lucas@colegsiirgar.ac.uk>



The rooms I have booked only have the one PC with a smart board. However, I can speak with IT to see if I can arrange for laptops to be set up. Yes, there will be more in Cardigan than Aber. I think there will be about 4 or 5 of us in Aber (including managers) and then 6 or 7 in Cardigan.

Thanks
Katy

Katy Barron
Cynorthwydd Gweinyddol AD / HR Administrative Assistant
Coleg Ceredigion
Campws Llanbadarn Campus
Aberystwyth
Ceredigion
SY23 3BP

01970 639 700 ext. 273
...



Laura Lucas <Laura.Lucas@colegsiirgar.ac.uk>

Tue 06/08/2019 15:05

Katy Barron



Only the info for the people off sick if you've got it. Will there be more than one PC in the room? Do you know who will be in each session?

Laura Lucas
PG Dip CIPD, Assoc.CIPD
Ymgynghorydd AD / HR Advisor
Campws Graig Campus
Llanelli
SA15 4DN

01657 466000 ext. 74011

Overdue RTW Documentation notification



Darren Sykes-Wilks
Thu 24/10/2019 13:51

Katy Barron

Hi Katy,

Yes please.

Diolch.

Darren



Katy Barron

Thu 24/10/2019 13:48

Darren Sykes-Wilks

Hi Darren

When I am next in Cardigan I will come and find you to go over the Sickness System if you'd like?
There was training on this on 19th August but I am happy to go over it with you.

Thanks

Katy

Katy Barron
Swyddog AD Cynorthwyl / Assistant HR Officer
Coleg Ceredigion
Campws Llanbadarn Campus
Aberystwyth
Ceredigion
SY23 3BP

01970 639 700 ext. 273

Policies



Katy Barron
Mon 19/08/2019 15:12
Huw Thomas >



Special_Leave_of_Absence_Po...
254 KB



Sickness_Absence_Managem...
320 KB

2 attachments (574 KB) | Download | Save to OneDrive - Coleg Ceredigion

Hi Huw

I have attached the new Sickness Absence Policy and Special Leave of Absence Policy.

Diolch
Katy

Katy Barron
Cynorthwyydd Gweinyddol AD / HR Administrative Assistant
Coleg Ceredigion
Campws Llanbadarn Campus
Aberystwyth
Ceredigion
SY23 3BP

01970 639 700 ext. 273

Faculty Team Meeting Minutes



Ashley Wallington
Wed 27/11/2019 09:48

Cardigan Staff Mailing List; Llanbadarn Staff Mailing List



5. FTM Minutes 261119.docx
38 KB

Please find attached the minutes of last night's Faculty Team Meetings in Cardigan and Aber.
Thanks,
Ash

Dr Ashley Wallington
Rheolwr: Gynadran Faculty Manager
Coleg Ceredigion
Campws Aberystwyth: 01970-639700 ext ext 242
Campws Aberteffi: 01239 612032 ext ext 431

GRIEVANCE POLICY AND PROCEDURE

 colegsirgâr  colegceredigion	
Policy Title	Grievance Policy and Procedure
Policy presentation	This will be made available in writing (Arial font size 12) in Welsh and English. Alternative formats may be requested. Such requests should be made to mike.williams@colegsirgar.ac.uk
Policy communication	Staff Gateway
Main purpose of the policy (Brief Summary)	To enable an individual employee, who has a grievance directly related to their employment, to raise their concerns, and for these to be dealt with promptly, fairly and consistently.
Main Author (Who can provide advice and guidance on contents)	HR Director
Date approved at Corporate Board	25/10/2017
Date effective from	26/10/2017
Date for renewal	Annually and in line with Legislation updates
Equality Impact Assessment needed (Yes or no)	Yes
Date of Equality Impact Assessment	19/09/2017
Welsh Language Impact Assessment	Yes
Date of Welsh Language Impact Assessment	04/10/2017
Risks Associated with Policy (If policy is not implemented)	Non-compliance with legislation and a risk of employment tribunal if failed to be handled reasonably. Breakdown in working relationships.

1.0 Introduction

2.0 Scope

3.0 Right to be accompanied

4.0 Record keeping and confidentiality

5.0 Mediation

6.0 Raising grievances informally

7.0 Formal Procedure

- 7.1 Statement of grievance**
- 7.2 The grievance meeting**
- 7.3 Notification of Decisions**
- 7.4 The appeal meeting**

Appendix 1 Notification of Grievance Form

Salwch Staff/Staff Sickness



Rhian Thomas
Thu 05/12/2019 12:04
All Staff Mailing List



Statement of Absence.pdf
104 KB

Annwyl Bawb/Dear All

Os ydych chi bod yn absennol o'r gwaith oherwydd salwch, a allech sicrhau bod swyddfa'r campws yn cael ei hysbysu pan ddychwelwch i'r gwaith. Bydd hefyd angen cwblhau datganiad absenoldeb (gweler yr atodiad am wybodaeth) ar ôl dychwelyd a'i roi i Swyddfa'r Campws.

If you have been absent from work due to sickness could you please ensure that campus office is notified when you return to work. A Statement of Absence (see attached for information) will also need to be completed on your return and given to campus office.

Diolch,
Rhian

Rhian Thomas
Rheolwr Campws/Campus Manager
Coleg Ceredigion
Maes y Parc/Park Place
Aberteifi/Cardigan
SA43 1AB

Rhif Ffôn/Phone Number: 01239 612032 Est/Ext: 475



Ysgrifennwch ataf yn Gymraeg neu Saesneg
Please write to me in Welsh or English

(These questions are based on short-term sickness absences of 7 days or less)

1. Do you think that short-term sickness absence is something that needs to be addressed within the college?

☐ YES ☐ NO

2. What do you believe is the main cause of short-term absence in the college?

- ☐ Chest & Respiratory
☐ Eye, Ear, Nose, Mouth/Dental
☐ Genito-Urinary/Gynaecological
☐ Heart, Blood Pressure & Circulation
☐ Infections – Cold, Flu, Fever etc
☐ Musculo-skeletal Problems
☐ Neurological
☐ Pregnancy Related
☐ Stress, Depression & Mental Health
☐ Stomach, Liver, Kidney & Digestion
☐ Other

3. What do you believe, if any, is an unreasonable amount of time off due to sickness in a rolling 12-month period?

4. Do you think that absence management should be dealt with by line managers or by the HR department?

☐ Line Managers ☐ HR Department

5. (For those with line manager responsibility only) Do you consider that you've received adequate training in absence management, e.g. how to conduct return to work interviews?

☐ YES ☐ NO

6. When returning to work after a short-term absence period, do you find return to work interviews with your line manager useful?

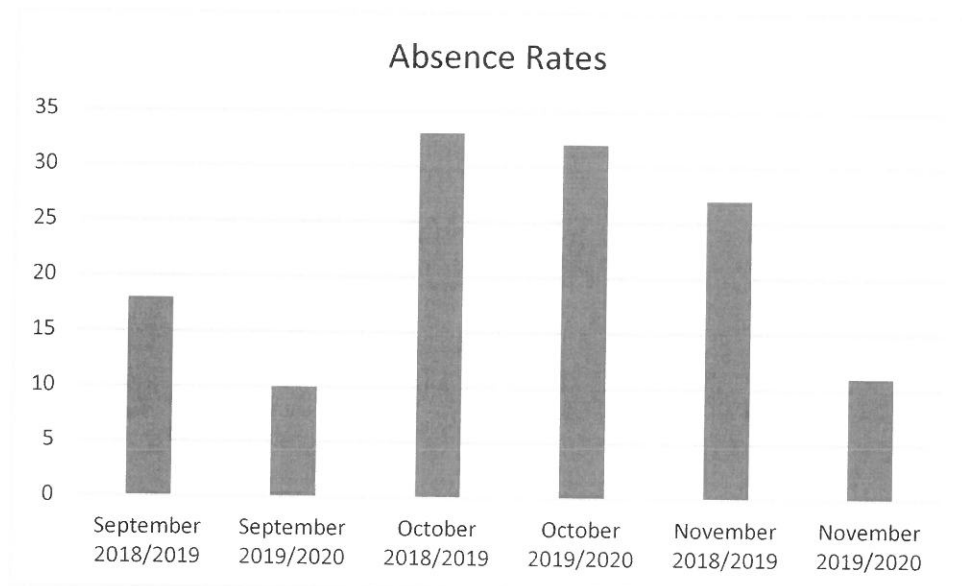
☐ YES ☐ NO

Please justify:

7. Do you consider Coleg Ceredigion's current sickness procedure to be:

☐ Very Good ☐ Satisfactory ☐ Poor

8. If needed, how could the current sickness absence procedure be improved?



Applications

Self Service Password Reset
Appshed
Clickview
Cylis - Staff Development
CologTV
Colog Ceredigion Website
CologSirGar Website
College Internal Vacancies
College Vacancies
CSG Net Reports
CSG My Absence
EBSS Agent
Engineering Request
eTrack
ESQ Claims
Garit System
 Google
Google Classroom
Google Drive
GWAVA Retain Archive
Helpdesk - My Tickets
Library

You are here: Home

Staff Info 9.12.19

PLEASE WEAR YOUR LANYARD

SAFEGUARDING CONTACTS please see **HERE**

TUTORIAL LINK 2019/20 YEAR <https://sites.google.com/colegsirgar.ac.uk/te>

EBS AGENT DOWNTIME: This service will be down on Thursday 12th Decer undertaken with the ongoing issue for progressions. Apologies for any inconven

FOOD BANK: Annual Library Food Bank Collection - last day for donatic any donations to your campus libraries before Thursday - any contribution gra

EMPLOYMENT VACANCIES SITE: Becky Pask has been working with the L students - see more <https://sites.google.com/colegsirgar.ac.uk/colegsirgar-dyt>

WELSH LANGUAGE STANDARDS: Some of the new students' rights - see I

TEACHING TOOLKIT NUMBER 2: We are pleased to share with you our second *This half term we have developed 'Assessment Activities to Develop Learning Effective Group Work'*. Please feel free to get in touch if you have any suggestions. Further support contact Bryony.evett@colegsirgar.ac.uk
<https://docs.google.com/presentation/d/1HjAQ132vTp0kMCD2y8vIAEIPYMNazV2>

CHRISTMAS CLOSURE: All teaching will finish on all 7 campuses at **9pm** or 20 December, a Christmas breakfast will be provided for staff with the rest of 1 campuses will close at 1pm to allow staff to attend any planned social activities

Sick System

- KB** Katy Barron
Hello Hmm that's odd. I'm sorry for adding to your workload! He was off on 27th September, not sure with what though I'm sorry. I was just informed by Campus Office that he was 'absent'. Thank...
Mon 30/09/2019 09:04
- NW** Nia Williams
Hi Katy. Nope he's definitely not there!! So odd as all this information comes off resource link, and he's on there? I will ask phil to help me find him. What date was he off work, with what illness etc...
Mon 30/09/2019 09:02
- KB** Katy Barron
Hello His name is Gareth Penschaw, Cardigan Campus. No doubt you will find him straight away. Thank you Nia! Katy Barron Swyddog AD Cynorthwy-ydd / Assistant HR Officer Coleg Ceredigion...
Mon 30/09/2019 08:52
- NW** Nia Williams
Hi Katy. What's the name of the member of staff? I'll have a look my side now :) Nia Nia Williams Swyddog AD Cynorthwy-ydd / Assistant HR Officer Campus Graig Campus Llanelli SA15 4DN Ffoni/ ...
Mon 30/09/2019 08:50
- KB** Katy Barron
Fri 27/09/2019 11:32
Nia Williams <Nia.Williams@colegsiengar.ac.uk>
Hey Nia
I've noticed that a staff member doesn't appear on the sick system - can you explain to me please how to add him?
Thanks
Katy
Katy Barron
Swyddog AD Cynorthwy-ydd / Assistant HR Officer
Coleg Ceredigion
Campws Llanbadarn Campus
Aberystwyth
Ceredigion
SY23 3BP
01970 639 700 ext. 273

Endence 2.20



colegceredigion

L03

The first vision and objectives of this change (evidence 3.1) was to ensure the pay scales, maternity and sickness policy was adopted and the development of a new sickness system to support the new policy and procedure. This objective was reached and the policies, procedure and sickness are successfully in place.

Our second objectives were to have the above implemented as of the 1st April 2019. However, as discussed in LO2 there were set backs due to poor communication between HR and Unions which meant the Union members did not agree on adopting the policies until much later, meaning the implementation occurred from 1st August 2019.

We successfully removed the onus of recording absences from the HR Department on to the Campus Office and myself and the HR Advisor were able to successfully train managers and the campus office on how to manage and use the system. I was also able to offer one to one training for those who weren't able to attend the training sessions in August or if they wished to have further explanation.

Our final objectives were to ensure honest and thorough communication was conducted throughout the entire process. Although there was frequent communication and questioning between staff, it is clear that Unions and HR needed better and clearer communication.

The quantitative data (evidence 3.2) shows short-term sickness absences decreased in 2019/2020 in comparison to 2018/2019. The new sickness policy has introduced trigger points based on the Bradford factors. Staff are aware that if trigger points are met, managers will meet with their employees to discuss concerns; this makes staff aware that the college is monitoring absences (BrightHR, 2019).

The accuracy of the sickness system is better due to having campus office/reception staff being in charge of the system; they see staff to ask to complete their self-certification forms and can record instantly when they return to work. Previously when HR were responsible there were delays in self-certificates being returned. Evidence 3.3 shows more self-certificates were completed during 2019/2020 in comparison to the previous academic year.

The HR department is unable to measure the full success of the change as it is still new into the academic year. At the end of the year, the HR department run a sickness report to measure the fluctuation in absence rates, to chase any existing self-certifications and/or return to work interviews; also informing managers of the absences within their departments. However, the support evidence suggest that the change has been successful

The current results of this change have provided HR with statistics to show that the change has improved sickness rates and the completion of self-certifications, which is an improvement on the previous year. However, as the change has only been in place for a couple of months, its difficult to see whether the current results are a true reflection on the success of the change; potentially there could be no change or improvement in the absence figures when the data is analysed again at the end of the academic year.

An element required to further develop a change management process would be nominating change champions to be involved in staff meetings, employee representative meetings and to be visible to staff to see and speak to. Having someone involved in day to day activities who will proactively and positively promote the change will reduce the likelihood of resistance (LinkedIn, 2017).

Although the change has successfully completed, the results are still ongoing due to how recent the change occurred. I have contacted staff, in particularly managers and campus office staff for their support and work with taking on the additional responsibilities and ensuring the accuracy of the

information recorded. Through regular checking and annual reporting of the absences, this will show a true reflection of the success of the implemented policy, procedure and system which will require positive and constructive feedback to all staff.

Evidence 3.4 is an email from my line manager to support how I effectively communicated the success and movement of this change.

Being an assistant in this change management process, I feel my abilities are limited. I believe that better and clearer communication when discussing the policy package with the Unions was needed, to have ensured the information was presented to the members correctly. However, the communication with staff on the changes and in particularly the training of staff was successful. Often with new systems or procedures there are many issues that need sorting, however during the first term where the policies and procedures have been adopted and in use, there have been very little problems.

The SWOT analysis is an effective tool in establishing any potential benefits or difficulties that may occur before, during or after the change is in place. Although Kotter's (1996) 8-step model was a basis for how the change was conducted, it's possible that the effectiveness would have been enhanced if another model was used, such as DREC (Kew and Stredwick, 2013). This model stands for Denial, Resistance, Exploration and Commitment; reflecting the emotions and reactions felt by individuals during change. This would have prepared myself and managers for any resistance which may happen and to prepare for any additional time that may be required to discuss and answer questions; ensuring 2-way dialogue is embraced.

Using change models when managing change is seen as best practice and provided employees with the feeling that they are centre of the change and that the change is to benefit themselves as well as the organisation.

To improve my effectiveness to managing change, I will ensure that Gantt charts are used to keep to schedule, and to prevent changes running over the initial deadline. This will also enhance the planning and delivering of the project as well as acknowledging milestones throughout the process (CIPD, 2019c)

Change Plan

Vision and Objectives

- To harmonize all policies and procedures to provide parity and fairness across all 7 campuses.
- To have an agreement to adopt the policies by 1st April 2019 and to implement from then on.
- Remove recording of absence from the HR Department to the Campus Office and train the appropriate staff and managers on the new system and procedures.
- Provide an honest and thorough communication process throughout this change

How to achieve the vision and objectives

- Request to harmonise and proceed with change of procedure and system to be approved by the Executive team.
- Discussion between the HR Department and Union Representatives.
- Unions to consult with Coleg Ceredigion employees.
- Unions to report back to HR Department.
- Implement new policy, procedure and system from 1st April 2019
- Frequent communication with employees on the change
- Written outcome to employees.
- Training sessions with appropriate staff.
- Continuing support to all staff on using, familiarising and managing the sickness policy, procedure and system.

Business Case

Coleg Ceredigion is the only Further Education college in West Wales. Following the merger with Coleg Sir Gar in 2017, it is now 1 college, 2 brands and 7 campuses. As part of the merge between the two colleges, focus has been on harmonising policies and procedures; in particular, the sickness policy.

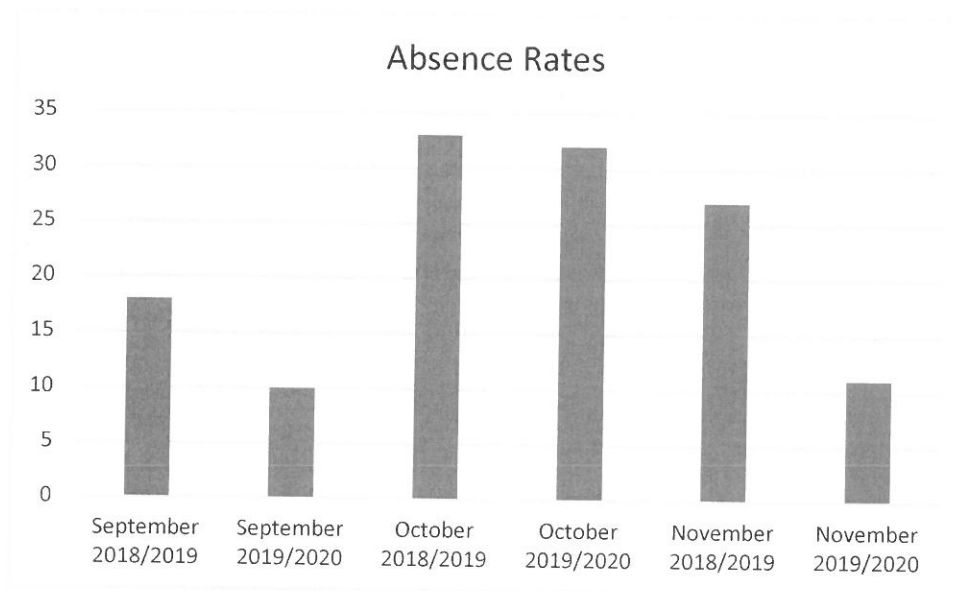
Over the past years, short-term sickness absence levels have increased at Coleg Ceredigion (Figure 1.1) a factor recognized by the HR department and line managers as an issue which needs addressing. The implementation of the new policy and procedure will allow for better management and monitoring from line managers on dealing with short-term absences. The new policy will be based around 'trigger points' like the Bradford Factors, drawing managers and HR's attention to employees who have reoccurring sickness reasons or pattern appears. To support this, a new sickness system will be developed to automatically alert managers when an employee has reached a trigger point to conduct an informal meeting as stated in the policy. The online system accessed via the staff Intranet will reduce on the amount of paperwork currently used during sickness procedures.

Those affected

This change will mostly affect Coleg Ceredigion employees; from all levels of the workforce. The main stakeholders for the college is students, however this affect won't affect them other than hopefully improving lecturers sickness absence levels which will benefit their education.

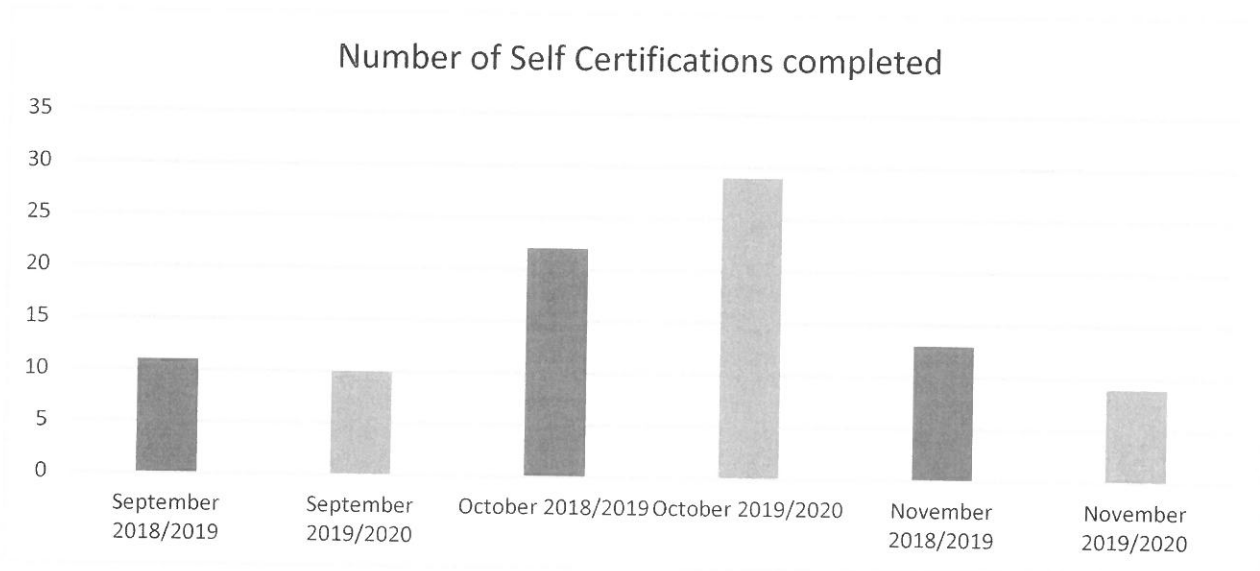
Roles

- The HR Department will participate in Union meetings, communicating with employees and implementing and training staff on the adopted policy, procedure and system.
- Union representatives will be required to consult with employees on the change and influence a positive agreement to adopt the changes.
- Managers will be required to act as a positive role model for the change, answer and manager any concerns or issues raised by employees and have open and honest communication at all times.



Endence 3.3

September 2018/2019	18	11
September 2019/2020	10	10
October 2018/2019	33	22
October 2019/2020	32	29
November 2018/2019	27	13
November 2019/2020	11	9



Harmonisation



Charlotte Jepson

Wed 11/12/2019 15:16

Katy Barton

Hi Katy

Thank you for the valuable contribution you have made to the harmonisation process. Your efficient planning and timely communication to managers and staff really supported the process and provided a smooth transition.

I have received lovely feedback from managers and staff confirming their appreciation of your support during this process.

Kind regards

Charlotte

Charlotte Jepson

Rheolwr Gwasanaethau AD / HR Services Manager

Coleg Sir Gar / Coleg Ceredigion

Campws Graig Campus

Llanelli

SA15 4DN

01554 748093

charlotte.jepson@colegsirgar.ac.uk



Rhan o Grŵp PCDDS Part of the UWTSO Group

Mae'r e-bost hon, a cunhysgwrthododd y gynnydd i'w darparu'n unigol neu'n gyhoeddus a'r hysbysu. Bydd ynni'r ffaith neu'n ystyried a'fyneg yn berthyn i'r awdurdad yn unig ac ni chynrychiolir o'r awdurdad ffaith Coleg Sir Gar. Os ydych chi wedi derbyn yne-bost hon anghywilydd ynni'r gwybodaeth a'fyneg ad-darparu i'r postmaster@colegsirgar.ac.uk.

Cyswllt i'r ffaith hon - a'fyneg i'r awdurdad ffaith hon.

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