



HR AND PERFORMANCE

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Recruitment

All Comhairle adverts are on MyJobScotland, a national recruitment portal for local authorities and some other public sector organisations.

The Comhairle advertised over 1,000 posts in 2023. This has increased from approx. 380 posts advertised in 2018. Much of this increase in recruitment is due to readvertisement of posts.

There are two HR Associates responsible for recruitment, and a Support Assistant.

All Release of Post applications are approved by service Vacancy Panels and CWP. This sets out the requirement for Gaelic essential posts.

HR supports services with recruitment, but services are responsible for their recruitment in line with service needs.

Shortleeting and interviews are undertaken by the recruiting service.

All officers involved with recruitment must undertake the training.



Recruitment



HR has implemented a recruitment check on all posts prior to advert. All posts which are not deemed Gaelic essential have Gaelic as desirable.



77 Gaelic essential posts were advertised in 2023/24. 37 of these were readvertisements. Only 30 appointments were made.



Since 1 October 2024, HR have been supported in advertising all posts bilingually.



Gaelic essential posts are advertised bilingually. This encourages recruitment from candidates who may be fluent speakers, but who are not confident in reading and writing in Gaelic.



The recruiting service assess the Gaelic skills for Gaelic essential posts as this is in their interests.



Further recruitment surveys undertaken by HR will request feedback on bilingual adverts.

Induction Training and Appraisal



HR are currently introducing new elements to the Induction Process and aim to align start dates with induction.



Information on the Comhairle's Gaelic Language Plan is included in the Corporate Induction training.



Annual appraisals have been employee led since 2020; this presents an opportunity for services to positively promote Gaelic skills training.



HR are offering some internal HR training courses bilingually.



Accredited Training



Employability – supporting people into the jobs market



Foundation Apprenticeships – schools-based apprenticeship with SVQ qualification



Modern Apprenticeships – work-based apprenticeships, primarily for young people but accessible to all age groups



Developing the Young Workforce – working with the private sector to support vocational training based on identified need.



Adhartus – supporting community groups and small businesses with employment



Sector Specific Training – Supporting people to upskill through specialist certification



Supporting accreditation across the workforce



Accredited Training

Gaelic Training Officer
resource in the main
accreditation areas

Gaelic Language
Acquisition Training for
Apprentices

Shared Gaelic posts –
An Lanntair/Cothrom

SVQ support through
Gaelic

DYW Gaelic focus

Gaelic Language
training for Childcare
employees

Gaelic Coffee Mornings
to support teams to
learn Gaelic and gain
confidence speaking it.

External Challenges



Urban Migration

More Gaelic Specific posts than applicants with relevant Gaelic Skills

School pupils dropping Gaelic in S3

High percentage of school leavers have low confidence in spoken Gaelic

Employer capacity to integrate Gaelic into the workplace

Corporate Workforce Planning



- There is a Corporate Workforce Plan 2023-27 in place.
- Hard to fill posts remain a priority for the Comhairle and are identified under Future Workforce Needs.
- Gaelic essential posts are identified as a priority requiring skills development and investment.
- GME in schools can support future Gaelic essential posts.
- The Comhairle has sponsored a bespoke PGDE for Gaelic and STEM teaching posts since 2016/17. This has been innovative practice.
- The Comhairle sets out Gaelic Language acquisition for Apprentices in their Contract of Employment. Gaelic Language training is currently delivered by Cothrom.
- Funding was not secured for Apprenticeship Gaelic acquisition in 2025/26.

Service Workforce Planning



HR AND PERFORMANCE HAS
RECENTLY DEVELOPED NEW
TEMPLATES FOR SERVICE
WORKFORCE PLANS.



THE TEMPLATE REQUIRES
SERVICES TO CONSIDER GAELIC
LANGUAGE TRAINING AS PART OF
THEIR WORKFORCE PLANNING TO
MEET SERVICE NEED.



HR PROMOTED THE INCLUSION OF
'G' AFTER AN EMPLOYEE'S NAME IN
THE ADDRESS BOOK TO INDICATE
THAT THEY WERE A GAELIC
SPEAKER.



Gaelic Skills

- Across all HR and Performance services there are team members who are able to communicate in Gaelic although this is not a formal requirement of the post.
- HR and OH
- Recruitment
- Policy and Strategy
- Resilience and Training
- Health and Safety
- Accredited Training
- Organisational Development





Performance Monitoring



A set of questions related to Gaelic language skills and use in the workplace were developed and included in the Corporate Employee Engagement Survey 2024. The survey also includes a full set of equality monitoring questions.



Recruitment around Gaelic Essential posts will continue to be monitored.



Uptake of bilingual training courses will be monitored.



Employee Uptake of Gaelic Training should be monitored and reported annually.



Annual Recruitment Surveys have been established by HR asking both applicants and recruiting managers about their experiences. All recruitment surveys undertaken by HR will request feedback on bilingual adverts.



Employee Engagement Survey 2024

- 35% of workforce responded to the survey. Of those who responded....
- 32% are fluent Gaelic speakers
- 60% are aware of internal Gaelic learning opportunities
- 60% are willing to improve their Gaelic skills
- 26% *speak with colleagues and service users informally* all the time or very often
- 5.4% *write Gaelic informally* all the time or very often
- 5.1% *speak Gaelic formally at meetings and in committee* all the time or very often with a further 17% noting that they do so sometimes.
- The highest percentage of Gaelic fluency was in the 45-64 age group.





Internal Development Opportunities

- New Learning and Development Strategy is being developed which will include Gaelic development.
- Measured uptake of bilingual HR training courses will influence further development.
- A refresh to the Address Book would capture new employees who speak Gaelic.
- As HR/Payroll system is developed the team will explore inclusion of Gaelic within the HR profile of employees.

