



HUMAN RESOURCES POLICY COMMITTEE

Wednesday 1 July 2015

MINUTES

Present:

Professor Michael Arthur (Chair)
Dame Nicola Brewer
Professor Nick Brook
Professor Mary Fulbrook
Mr Phil Harding
Professor Chris Husbands
Mr Rex Knight
Professor Alan Penn
Professor David Price
Professor Geraint Rees
Professor Anthony Smith

Apologies for absence were received from: Professor Anthony Finkelstein; Professor Dame Hazel Genn; Professor Graham Hart; Professor David Lomas; Professor Alan Thompson; Professor Sir John Tooke; and Professor Jo Wolff.

In attendance: Mr Jon Everard (Head of Pensions, Employment Contract Administration and Payroll and Senior User, HRST Project); Dr Marguerite Nolan (Secretary); Mr Mark Rice (Reward Manager HR); Mr Nigel Waugh (Director of Human Resources).

Key to abbreviations used in these Minutes:

HOD	Head of Department
HRPC	Human Resources Policy Committee
JNC	Joint Negotiating Committee
UCEA	Universities and Colleges Employers Association

ITEMS FOR CONSIDERATION

1. Report from the Academic Promotions and Reward Review Working Group HRPC 5-1 (14-15)

1.1 **Considered:** The Committee considered the first report and initial recommendations from the Working Group on Academic Promotion and Reward. This gave the findings of the various parts of the review and proposed four recommended next steps for UCL, which included:

- (i) The need to reform the criteria for promotion;

- (ii) The proposed development of an ‘Impact Framework for Promotion’;
- (iii) A consideration of whether UCL should adopt a single title of Associate Professor at Grade 9; and,
- (iv) A proposal to include and describe the characteristics of a Professorial Teaching Fellow at Grade 10.

1.2 The Committee discussed the four recommendations included in the report and in particular the proposal to adopt a single title of Associate Professor at Grade 9, and the proposal to include and describe the characteristics of a Professorial Teaching Fellow at Grade 10. It was acknowledged that having argued that UCL should recognise the overall leadership role of an academic and not seek to subdivide the role into different pathways, retaining both the titles Senior Lecturer and Reader at Grade 9 had become difficult to justify. The Committee highlighted the need to get the criteria right for the Associate Professor role. It was noted that the new roles of Associate Professor and Professorial Teaching Fellow would need to be negotiated with the Trade Union.

1.3 **Resolved:** The Committee gave its broad support for the report with some issues to be taken forward and in particular the criteria for the Associate Professor role.

2. Report and Recommendations on Selection and Reward of Academic Leaders below the level of the Senior Management Team HRPC 5-2 (14-15)

2.1 **Considered:** The Committee considered the report and recommendations on Selection and Reward of Academic Leaders below the level of the Senior Management Team. The report had been produced following the recommendation from the March 2015 meeting of the HRPC that guidance be produced covering the selection and reward of senior academic leadership roles. The report followed up the recommendations that the professorial banding criteria be amended to reflect the importance of academic leadership positions and that template job descriptions for Heads of Department (HoDs) and Vice-Dean roles be produced.

2.2 The Committee discussed the role of Pro Vice-Provost and the reward for this role. It was noted that these roles were newly created to support the work of Vice-Provosts within specific thematic areas, including Education, Research and Enterprise. The Pro Vice-Provost roles had been initially filled by extant Pro-Directors from the IOE. There was currently no additional remuneration for Pro Vice-Provosts. It was proposed that a discretionary allowance could be considered for Pro Vice-Provosts on a case by case basis depending on the level of responsibility attached to the particular role. It was agreed that the guidance on the role of the Pro Vice-Provost would be updated to take account of the feedback from the Committee.

2.3 The Committee discussed the selection and reward process for Heads of Department and in particular the appropriate level of award for this role. It was agreed that further work would be done on the reward for the Head of Department role and that this would be led by the Vice-Provost (Academic Development and London).

2.4 **Resolved:** That the guidance on the Selection and Reward of Academic Leaders below the level of the Senior Management Team and the job descriptions be developed further taking into account the feedback received from the HRPC.

3. A Proposal on the HR Systems Transformation Project HRPC 5-3 (14-15)

3.1 **Considered:** The Committee considered the report on the HR Systems Transformation Project update July 2015. The report sought approval of the governing design principle for the

Oracle HR system that would replace the current Northgate HR and Payroll system as part of the HR System Transformation (HRST) project.

- 3.2 In order to meet the phase 1 implementation timeline and to manage efficiently future costs of the HR system, it was proposed in the report that UCL should adopt a “vanilla” approach to implementation. This would result in the Oracle product being implemented with some configuration but very small amounts of customization. This would require the streamlining and simplifying of some of UCL’s current HR policies and processes, most critically around recruitment. The Committee supported the flexibility that the “vanilla” approach would provide.
- 3.3 The Committee noted the importance of implementing a staff training programme for the new HR system.
- 3.4 **Resolved:**
- a) The Committee noted the phasing of the project implementation and that implementation and timing of phases 2 and 3 were dependent on future budget approval;
 - b) The Committee approved limits on both configuration and customization of the Oracle HR product through the adoption of a “vanilla” approach to implementation.

4. A paper seeking approval of an approach to the development of a new HR Strategy in light of UCL2034 **HRPC 5-4 (14-15)**

- 4.1 **Considered:** The Committee considered the report on Implementing UCL2034: Valuing our Staff and Delivering on Equality and Diversity. The report proposed arrangements for the development of a new HR strategy in the context of UCL2034.
- 4.2 It was noted that the arrangements for the development of the new HR strategy were predicated on research and development of objectives and strategies by a number of working groups. These would be resourced from each School and the Professional Services Divisions, along with UCL HR, and would form the basis of a new HR strategy for broader consultation with UCL staff over the summer of 2016, before approval and implementation in 2016-17.
- 4.3 **Resolved:** The Committee noted the resource requirements and timeframe and approved the approach outlined for the review and development of a new HR Strategy for UCL.

5. Any other business

- 5.1 There was no other business discussed.

Dr Marguerite Nolan
Secretary to Human Resources Policy Committee