



HUMAN RESOURCES POLICY COMMITTEE

Wednesday 3 October 2012

MINUTES

Present:	Provost and President, Professor Malcolm Grant (CHAIR) Vice-Provost (Enterprise), Professor S Caddick Dean, Life Sciences, Professor M K L Collins Dean, Engineering Sciences, Professor A C W Finkelstein Dean, Laws, Professor Dame Hazel Genn Director of Finance, Mr P Harding Dean, Population Health Sciences, Professor G J Hart Vice-Provost (Operations), Mr R Knight Dean, Medical Sciences, Professor P H Maxwell Dean, Built Environment, Professor A R Penn Vice-Provost (Research), Professor G D Price Vice-Provost (Education), Professor A Smith (leaving the meeting at 9.45am) Dean, Social and Historical Sciences, Professor S R Smith Dean, Brain Sciences, Professor A J Thompson Vice-Provost (Health), Professor Sir John Tooke Dean, Arts and Humanities, Professor J Wolff Vice-Provost (International), Professor M J Worton
Apologies:	Dean, Mathematical and Physical Sciences, Professor C R A Catlow
In Attendance:	Director of Human Resources, Mr N Waugh Secretariat, Ms M Pritchard Director, Information and Data Services (RAS), Kathleen Nicholls in attendance for item 1. Head of Equalities and Diversity, Sarah Guise in attendance for item 8.

1 POLICY & PROCEDURES TO COMPLY WITH UKBA RULES

RECEIVED:

- 1.1 At APPENDIX 1 / 2012 a paper to advise members of the policies and processes by which UCL seeks to ensure compliance with UKBA requirements in relation to migrant workers and students.

DISCUSSED:

Students

- 1.2 Ms Nicholls reported to the HRPC that the rapidly changing regulations for PBIS Tier 4 compliance has caused significant changes over the last two years, however the development of policies, procedures and tools within SITS has enabled UCL to cope with compliance requirements.
- 1.3 Generally compliance at UCL is of a good standard however a recent internal audit concluded that there was an overall status of 'requiring improvement' and the areas of concern were, in particular, the variable practice in Departments in monitoring engagement, with some Departments not performing to the satisfactory standard and that there was no dedicated resource to fully ensure compliance.
- 1.4 Professor Dame Hazel Genn informed the HRPC that in Laws the tutorial system was paramount in monitoring student attendance, the tutor being responsible for taking a register, reporting on students at the end of a year and raising a concern when a student doesn't attend two tutorials consecutively.
- 1.5 The Provost advised that this model should be rolled out across all Faculties to ensure best practice.
- 1.6 Mr Knight advised the HRPC that RAS will appoint a compliance officer dedicated to ensuring compliance of regulations which will demonstrate that UCL are taking the UKBA requirements seriously and are actively trying to prevent any issues arising.

Staff

- 1.7 Mr Waugh reported that UCL has a series of policies, procedures and systems designed to mitigate the risk of a failure to comply with UKBA regulations. In late July this year, HR conducted a mock audit to test the robustness of these systems. That exercise found that while knowledge and application of the systems designed to comply with UKBA regulations was generally good within HR, it was much less so in the sample of Departments audited where the audit revealed that the key area of risk related to the monitoring of migrants' whereabouts.
- 1.8 In order to improve compliance with UKBA requirements in relation to migrant workers Mr Waugh proposed that the HRPC approve and resource a significant communications campaign, drawing on the experience at London Metropolitan University, as well as an increase and improvement in the levels of support and advice that is provided to Departments, including the purchase of the UKBA Premium Service.
- 1.9 Professor Collins was supportive of efforts to improve the awareness of the whereabouts of all staff, not just migrant workers. Professor Caddick acknowledged that we need to know the whereabouts of staff for Health & Safety reasons and that improvement in this area, through more user friendly systems, would be welcome but enhanced support at the Department level would be important as Heads of Department do find the issue of attendance monitoring a difficult one.
- 1.10 The Provost asked that advice be taken on the issue of a potential risk of indirect discrimination against migrant workers if UCL was to move to require them to register their attendance. The Provost also asked that research be undertaken on how other world leading universities monitored attendance of academic staff. He suggested that UCL work with other research intensive universities to seek to influence UKBA

about the types of flexibility required to motivate academic staff to perform highly.

- 1.11 Professor Finkelstein noted the extensive use of electronic diaries to record attendance across Engineering. Professor Thompson suggested using the live@UCL system which was recently rolled out across the institution to identify where staff are on a daily basis. He further recommended that as a standard practice across Faculties and Departments, staff should be encouraged to make their calendar available to their DAs.
- 1.12 The Provost noted that academics work differently to other people in the public sector, often working outside the normal 9am-5pm working hours, away from their desks in laboratories and at home.
- 1.13 Mr Knight responded that the issue is not about making staff work certain hours but it is around their whereabouts when they are not in their office and making sure this information is available to others in the Department in the event that UCL is audited. He noted that the mock audit found that the Cancer Institute Research Department has a good system in place and that did not appear to have negatively impacted on academic performance.
- 1.14 Mr Waugh informed the HRPC that the mock audit was only carried out on a selection of Departments but suggested that KPMG be asked to audit all areas across the institution to identify any sections where monitoring wasn't to standard.
- 1.15 The HRPC was in agreement that colleagues in HR should improve and increase the level of support and communication to Faculties and Departments around the policies and procedures already in place to ensure compliance with UKBA regulations.
- 1.16 Mr Waugh agreed to contact his colleagues in other leading institutions to identify whether they have similar policies and procedures in places to ensure compliance with UKBA regulations.

APPROVED:

HRPC approved:

- 1.17 In relation to student regulations, Mr Knight agreed to ensure appropriate investment in resources required to carry out the necessary work to comply with regulations and Professor Anthony Smith will work on regulating ways staff monitor and report on student attendance;
- 1.18 the resourcing, planning and conduct of a significant internal communications campaign, drawing on the experience of LMU and highlighting the risk to UCL and the responsibilities of Heads of Departments;
- 1.19 further exploration of the viability of using the electronic diary system embedded in the Live@UCL programme and how the necessary cultural change could be brought about such that all academic staff would use it;
- 1.20 research into practices at Harvard, Yale and Columbia in relation to attendance monitoring.

2 ABSENCE REPORTING

RECEIVED:

- 2.1 At APPENDIX 5 / 2012 a paper to advise members of recent reviews of UCL's approach to managing staff absences and seek the views of members on how to respond to the findings of the reviews.

APPROVED:

- 2.2 The HRPC approved Mr Waugh responding to the KPMG audit to the effect that senior management understands the risks associated with poor absence reporting and have requested further investigation and advice on how UCL can improve it's management of such issues.

3 CONSULTATION PAPER: ACCELERATING EQUALITY AND DIVERSITY FOR UCL STAFF

RECEIVED:

- 3.1 At APPENDIX 6 / 2012 a paper outlining additional measures that could help the university focus on race and gender, as well as create a more inclusive culture generally and help remove obstacles to the fair recruitment and progression of staff. Mr Waugh provided a contextual background to the development of the paper.

DISCUSSION:

- 3.2 Professor Collins expressed the view that specific areas need to be identified in the consultation paper to focus and move forward on.
- 3.3 Ms Sarah Guise advised the HRPC that UCL could lead on areas not already explored by other institutions although Professor Stephen Smith suggested that in order to get the agenda moving forward sooner the less controversial topics be explored to begin with.
- 3.4 Mr Waugh suggested that while some of the more contentious aspects of the paper could be resolved through discussion in Working Groups established by Professor Stephen Smith, the more straightforward suggestions could be implemented without further discussion.

APPROVED:

- 3.5 The HRPC agreed that Mr Waugh should progress work on the less contentious proposals in the document in consultation with the Equalities Champions and other stakeholders. The more ambitious proposals will be submitted for consideration by the Working Groups being established by Professor Stephen Smith.

4 REVIEW OF SENIOR PROFESSIONAL SERVICES STAFF REWARD STRUCTURES

RECEIVED:

- 4.1 At APPENDIX 3 / 2012 a paper outlining the results of the review of reward structures for senior professional services staff and recommending the implementation of a banded structure and new pay policy for those staff.

DISCUSSION:

- 4.2 Professor Hart proffered a view that the paper focuses too much on the work performed by CSS divisions, at the expense of work undertaken by senior professional services staff in Faculties. He suggested that it would be helpful therefore to ensure that the wording of bands A, B and C made clear that these did not only apply to Central divisions. Mr Knight noted that Professors Catlow and Penn who were absent from this meeting expressed the same concern prior to this meeting.

APPROVED:

- 4.3 The HRPC asked Mr Waugh to arrange to undertake further conversations with managers of senior professional services staff, particularly in Faculties, about where they think their senior managerial staff sit within the band structure.

The meeting then concluded having run out of time to consider the minutes of the previous meeting, the HR Director's report, the Proposed Strategic HR Framework and the First Six Monthly Report on the Staff Survey 2011. The Provost agreed to discuss ways of resolving these items with Mr Waugh before the next meeting.

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