



## HUMAN RESOURCES POLICY COMMITTEE

Wednesday 7 January 2015

### MINUTES

*Present:*

Professor Michael Arthur (Chair)  
Dame Nicola Brewer  
Professor Nick Brook  
Professor Stephen Caddick  
Professor Anthony Finkelstein  
Mr Phil Harding  
Professor Graham Hart  
Professor Chris Husbands  
Mr Rex Knight  
Professor David Price  
Professor Geraint Rees  
Professor Anthony Smith  
Professor Sir John Tooke  
Professor Jo Wolff

Apologies for absence were received from: Professor Mary Fulbrook, Professor Dame Hazel Genn, Professor David Lomas, Professor Alan Penn, Professor Alan Thompson.

In attendance: Ms Sarah Guise (Head of Equalities and Diversity – for Minute 3), Mr Nick McGhee (Academic Support Officer), Dr Marguerite Nolan (Secretary), 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

#### 1 MINUTES OF THE MEETING HELD ON 24 SEPTEMBER 2014

1.1 **Approved:** The Minutes of the previous meeting of HRPC held on 24 September 2014 [HRPC Mins. 1-9, 24.9.14].

#### 2 MATTERS ARISING FROM THE PREVIOUS MINUTES

2.1 **Received:** An oral report from Nigel Waugh, Director of HR.

- 2.2 Minute 3A.4 – It was expected that the submission date of the new Performance Development and Review (PDR) Policy would need to be revised due to ongoing discussions with the trades unions. Six further monthly meetings had been scheduled with the trades unions with the objective of having a new PDR policy ready for introduction in time for the 2015-16 academic year.
- 2.3 Minute 4.11 – Further consultation on the proposed new operating model for the delivery of human resources services at UCL was currently underway, with a view to implementation in August 2015.
- 2.4 Minute 5.3 – Progress updates on the action being taken in response to the findings of the 2013 staff survey were being communicated to staff periodically on the basis of advice from Deans and Vice-Provosts on their implementation activity.

### 3 LEADERSHIP ROLES AND DIVERSITY

[APPENDIX HRPC 2/2 (14-15)]

- 3.1 **Received:** A review of UCL's arrangements for appointment to leadership roles, introduced by Sarah Guise, Head of Equalities and Diversity.
- 3.2 HRPC welcomed the paper, and the recommendations, as a useful spur to discussion of some important issues.
- 3.3 In the face of evidence that Head of Department (HoD) roles were insufficiently attractive to academic staff, HRPC discussed the need to ensure that the reward structure appropriately reflected the impact on an individual's research time. The Committee also noted the importance of ensuring that the role was sufficiently strategic to enable the Head to make a contribution to the institution and to their discipline, rather than simply take on an additional managerial burden. The provision of appropriate support structures was noted. It was noted that the Head of Department allowances at some other Russell Group institutions were permanent and superannuable.
- 3.4 The wide range of leadership roles at UCL was noted. There was not only significant variation in the size of academic departments, but an increasing number of other leadership roles with a cross-departmental remit. In view of the low proportion of women at Dean and Vice-Provost level, the importance of ensuring progression structures from the HoD role onwards was also noted.
- 3.5 The Provost expressed his hope that the procedures for appointing Heads of Academic Departments, Vice-Deans, Pro-Vice-Provosts and any equivalent academic leadership roles could be reviewed and updated by Easter 2015. It was intended that a paper setting out practical proposals for reform of the process be submitted to the HRPC meeting of 18 March 2015.

**RESOLVED:**

- 3.6 **That proposals for a revised appointments procedure for Heads of Academic Departments and any equivalent academic leadership posts within UCL be submitted to the HRPC meeting of 18 March 2015, with a view to implementation by Easter.**

#### 4 IMMIGRATION ACT UPDATE

[APPENDIX HRPC 2/3 (14-15)]

- 4.1 **Received:** A report and proposals on the Immigration Act passed on 14 May 2014, introduced by the Director of HR.
- 4.2 HRPC noted the issues arising from the introduction of the Immigration Act, and debated whether UCL should bear the additional costs arising from the proposed health levy. It was agreed that, in view of the relatively generous terms of UCL's relocation and private health-care schemes, it would not be unreasonable to require the majority of applicants to bear the cost of the health levy directly, rather than absorbing it into UCL's immigration costs. It was agreed however that further consideration should be given to UCL paying the health levy for those applicants (primarily post-doctoral staff) who were ineligible to apply for the relocation scheme. It was agreed that a revised proposal on this matter should be submitted to a future meeting.

#### 5 UCU INDUSTRIAL ACTION

- 5.1 **Received:** Oral reports from the Director of Finance and Business Affairs and the Director of HR on the latest position with regard to the proposed UCU industrial action in January 2015, and the progress of negotiations with UCU.
- 5.2 The Joint Negotiating Committee (JNC) was due to meet shortly. As the USS Trustees had not yet made their valuation decision, it was planned that the JNC would meet again on 29 January. The JNC Chair would make a decision at that stage, whether or not the parties had reached agreement.
- 5.3 Industrial action was expected to recommence on 16 January, although it was not entirely clear how quickly the impact of any such action would become apparent. It was agreed that UCL should make a decision on the introduction of salary deductions in respect of the staff concerned following an assessment of the impact of industrial action by the Contingency Planning Group. The Director of HR would email HoDs in the week commencing 12 January advising them that staff would be expected to self-declare their participation in any industrial action via a dedicated portal. Students would be advised of the proposed action by the student web-letter and on the Registry website.
- 5.4 UCEA advised that institutions should adopt a single, unified framework for managing salary deductions; the proposed model was a deduction of 25%, with the institution reserving the right to escalate this to 100%.

**RESOLVED:**

- 5.5 **That a draft communication to staff be prepared by the Contingency Planning Group and circulated to the Senior Management Team for feedback prior to it being circulated to staff.**

#### 6 GRIEVANCE AND HARASSMENT & BULLYING POLICIES AND DIGNITY AT WORK STATEMENT

[APPENDIX HRPC 2/4 (14-15)]

- 6.1 **Received:** Proposals to amend the UCL Grievance Policy and Procedure, to delete the Harassment and Bullying Policy, and to introduce a new Dignity at Work Statement.

**RESOLVED:**

6.2 That the following be approved:

- a) The changes to the UCL Grievance Policy and Procedure;
- b) The deletion of the UCL Harassment and Bullying Policy;
- c) The introduction of a new Dignity at Work Statement.

**7 NEW EXECUTIVE RECRUITMENT SEARCH FRAMEWORK**

[APPENDIX HRPC 2/5 (14-15)]

7.1 **Received:** Proposals for the establishment of a preferred supplier list for recruitment and search services.

**RESOLVED:**

7.2 That the establishment of a preferred supplier list for recruitment search services and the consequential changes to policy and processes be approved.

**8 DOCUMENTATION RECEIVED BY HRPC OUT OF CYCLE**

8.1 With the approval of the Chair of HRPC, a number of papers had been circulated to HRPC for consideration and noting or approval outside of its scheduled meetings, with the proviso that any member of HRPC could request that discussion of any of the items be referred to the next scheduled HRPC meeting. No such request had been received in relation to the paper indicated at 8.2 below.

8.2 The Shared Parental Leave and Pay arrangements at APPENDIX HRPC \* 2/6 (14-15)<sup>1</sup> had been received and approved by HRPC 'out of cycle' since its previous meeting on 24 September 2014.

**9 ANY OTHER BUSINESS**

9.1 There was no other business discussed.

**10 DATE OF NEXT MEETING**

10.1 The next meeting of HRPC would be on **Wednesday 18 March 2015 at 8.30 a.m.**

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<sup>1</sup> An appendix reference preceded by an asterisk indicates that for the sake of economy, the previously issued document was not reissued with the Agenda but was available to HRPC members on request and would be filed with these Minutes.