



HUMAN RESOURCES POLICY COMMITTEE

Held on Wednesday 9 March 2016 at 8.30 a.m. in the South Wing Council Room

MINUTES

Present:

Professor Michael Arthur (Chair)
Ms Wendy Appleby
Dr Paul Ayris
Dame Nicola Brewer
Professor Nick Brook
Professor Andrew Brown
Mr Simon Cane
Dr Celia Caulcott
Dr Mike Cope
Professor Mark Emberton
Professor Mary Fulbrook
Mr Phil Harding
Professor Graham Hart
Mrs Lori Houlihan
Mr Rex Knight
Professor Charles Mitchell
Professor Alan Penn
Professor David Price
Mr Tom Rowson
Professor Anthony Smith
Mr Mark Sudbury
Professor Nigel Titchener-Hooker
Mr Nigel Waugh
Professor Jo Wolff

Apologies for absence were received from Dame Hazel Genn, Mr Andrew Grainger, Professor David Lomas, Professor Geraint Rees and Professor Alan Thompson.

In attendance: Mr Geoff Lang, Director, HR Policy and Planning, Ms Sarah Guise, Head of Equalities and Diversity (for Item 5), Ms Charlotte Croffie, Director of Organisational Development (for Item 5), and Dr Marguerite Nolan, Committee Secretary.

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

PRELIMINARY FORMAL BUSINESS

1. Minutes of the meeting of the HRPC held on 13 January 2016

- 1.1 **Approved:** The Committee approved the minutes of the last meeting of the HRPC held on 13 January 2016 and these were signed by the Chair.

2. Matters arising from the Minutes

- 2.1 There were no matters arising from the minutes of the meeting held on 13 January 2016.

ITEMS FOR DISCUSSION

3. Proposed Academic Impact Framework (HRPC 2-1 15-16)

- 3.1 **Considered:** The Committee considered the draft Academic Impact Framework at HRPC 2-1 (15-16). In the summer 2013-14, HRPC had agreed to establish a Working Group of members chaired by the Vice-Provost (Education and Student Affairs) to undertake a review of academic promotion and reward and in particular the routes and criteria for progression up to Grade 10 (excluding professorial banding).
- 3.2 The Committee discussed the proposed progression routes through the academic grades from Lecturer to Professor. Members supported the inclusion of the three separate progression routes as provided in the paper: mixed academic portfolio; education led academic portfolio; and research led academic portfolio. It was agreed to include a fourth progression route: enterprise/innovation led academic portfolio.
- 3.3 It was proposed that in the section on Enterprise and External Engagement, leadership of major public initiatives should include national and international initiatives. Members also put forward a number of areas that could be taken into account in the framework including Continuing Professional Development, engagement with UCL, and skills training.
- 3.4 It was suggested that some of the focus groups should focus on the experiences of academic women from different parts of UCL and explicitly consider what inhibits women from applying for promotion and how those inhibitors could be addressed.
- 3.5 Following further staff consultation and final consideration by HRPC, it was intended that the Framework would be used as a basis for senior promotions. On the basis of current planning, the Framework would be used from the 2017-18 round of senior promotions.
- 3.6 It was noted that the draft Academic Impact Framework would be revised to take account of the feedback received from members. Further feedback could be provided to the Vice-Provost (Education and Student Affairs).
- 3.7 **Resolved:** The following was agreed:
- a) The Committee approved the next steps as outlined in the paper.
 - b) An updated version of the Academic Impact Framework would be submitted to the HRPC in 2016-17 for consideration and approval.

4. 2015 Staff Survey Results & Proposed Corporate Priorities (HRPC 2-2 15-16)

- 4.1 **Considered:** The Committee considered the report on the 2015 Staff Survey results and proposed Corporate Priorities at [HRPC 2-2 \(15-16\)](#).
- 4.2 The Senior Management Team (SMT) had considered the preliminary results of the 2015 Staff Engagement Survey at its meeting on 20 January 2016. Following that consideration, the President and Provost had requested that a one page summary of the key UCL-wide results be prepared as well as actions proposed to address the key findings. A summary report of the UCL-wide results against each question has also been prepared.
- 4.3 It was noted that the following next steps were currently being taken in response to the staff survey:
- a) Each Faculty and Professional Services Division would draw up local staff survey action plans to address the findings in their Faculties and Divisions. Progress reports monitoring actions taken would be submitted to the SMT every six months from October 2016.
 - b) The Provost's View on 17 March 2016 would include an article on the staff survey, reinforcing the SMT's commitment to addressing concerns expressed by staff.
 - c) The results of the staff survey would be discussed with the trade unions at the Joint Consultation and Negotiation Group meeting on 17 March 2016. They would also be discussed with the staff survey champions in due course.
- 4.4 The Committee discussed the UCL Staff Survey 2015 headlines. The overall response rate of 42%, which was 15% lower than the 2013 survey, had been disappointing. The results for the employee engagement index and UCL 2034 index had also been lower than expected. The positive results in the survey relating to understanding of how an individual's work contributed to the success of UCL (84%) and the sense of personal accomplishment (84%) were encouraging. The Committee discussed the current workload pressure on staff which had been reflected in the outcome of the survey and in particular question no. 43.
- 4.5 The Committee endorsed the following areas for UCL action in response to the staff survey:
- a) **Appraisal:** To review appraisal schemes to ensure personal and career development needs are discussed with all staff and to ensure appropriate work objectives are always set out for the year ahead. To aim for a new online appraisal system for all staff from October 2017, subject to funding availability.
 - b) **Grading and Academic Promotions:** To introduce improved grading guidance and processes in 2016 and improved academic promotions criteria and processes from October 2017.
 - c) **UCL 2034 Communications and Planning:** to ensure a clear link between Faculty and Professional Services Plans and 2034 and that decisions on funding priorities are effectively cascaded to Departments. To improve 2034 communications with a view to increase 2034 Engagement Index in the next staff survey.
 - d) **Environmental Sustainability:** To improve communication on environmental sustainability initiatives across UCL. To improve consistency and usage of recycling bins and signage across UCL and ensure that there are good quality and secure cycle spaces across the institution.

4.6 It was agreed that the areas for UCL action should include action being taken to address IT and Estates issues raised in the survey.

4.7 **Resolved:** The following was resolved:

- a) The Committee noted the headline results, including the most and least positive responses and the biggest increases and falls in positive responses as set out at HRPC 2-2 (15-16).
- b) The Committee approved the proposed areas for UCL action, subject to the addition of an IT/Estates item as noted above.
- c) The Committee noted the UCL-wide summary report of responses to each question.

5. **Maternity Leave Funding** **(HRPC 2-3 15-16)**

5.1 **Considered:** The Committee considered the report on Maternity Leave Funding at HRPC 2-3 (15-16). This proposed that a centralised funding model be introduced for maternity/shared parental/adoption leave and associated costs, for example, cover for posts. The paper had been devised in partnership with UCL's 50:50 Gender Equality Group.

5.2 The Committee discussed the proposed method of calculating the central fund. The central fund would be calculated based on the maternity/adoption/shared parental leave rate across UCL over the last 3 years. It was noted that the proposal needed to be developed further to provide more detail on what would be covered by the proposed central fund and what would happen if the central fund ran out before the end of the financial year. It was reported that if the centralised funding model was introduced for 2016-17, the contribution targets for faculties and budgets for professional services for the next financial year would have to be reset.

5.3 It was noted that the proposed centralised fund would support the achievement of the objectives of the new Equalities and Diversity Strategy 2015-20 and would mitigate the risk of successful claims of unlawful sex discrimination and pregnancy and maternity discrimination.

5.4 The Committee supported the proposal in principle to create a centralised model for funding parental leave and for this to be implemented in the 2016-17 financial year if possible. However, it was agreed that in order for members to make an informed decision, further detail was needed on the financial and budget implications of the proposal and on what would be covered by the proposed central fund.

5.5 **Resolved:** The Committee resolved the following:

- a) That the proposal to create a centralised model for funding parental leave be developed further to provide more detail of the budget implications and on what would be covered by the fund.
- b) An updated proposal would be submitted to the Senior Management Team for consideration in the summer term 2016 with a view to implementing the proposal in the 2016-17 financial year if possible.

OTHER BUSINESS FOR APPROVAL OR INFORMATION

6. 2015 Key Workforce Indicators (KWI) Report (HRPC 2-5 15-16)

6.1 **Received:** The Committee received the 2015 Key Workforce Indicators (KWI) report at HRPC 2-5 (15-16).

6.2 **Resolved:** The Committee resolved the following:

- a) Members of the Committee noted the latest set of Key Workforce Indicators at HRPC 2-5 (15-16) and approved the actions, with particular reference to their own areas.
- b) That the Key Workforce Indicators report would be used to monitor and assess performance in managing the UCL workforce.
- c) That Chart 7e. Recruitment: advertising and appointment by Faculty for BME and White Staff 2015, be included for discussion on the agenda of a future meeting of the HRPC.

7. Proposed Amendments to Honorary Appointments Policy (HRPC 2-6 15-16)

7.1 **Received:** The Committee received the Proposed Amendments to the Honorary Appointments Policy at HRPC 2-6 (15-16). In accordance with our practice of periodically reviewing HR policy and procedures, UCL's policy and procedures for the appointment and the terms of the appointments of individuals with Honorary associations with UCL had been reviewed. This review had been conducted against experience and feedback from UCL staff about the operation of current policy and procedures and current policies and procedures of other leading Universities, both nationally and internationally.

7.2 The Committee discussed the difference between the category of Honorary Professor of UCL and Visiting Professor of UCL. It was noted that the title of Honorary Professor of UCL was reserved for individuals who were closely linked to one of UCL's academic departments (or Institutes), and who were from a non-UCL academic/research institution. The title of Visiting Professor of UCL may be conferred upon distinguished individuals from either related fields of activity, for example, the professions or industry or academic/research institutions. It was suggested that a separate policy could be provided for the conferment of the title of Visiting Professor of UCL. This matter would be considered further by the Human Resources Division.

7.3 **Resolved:** That the HRPC draft policy and procedures as set out at HRPC 2-6 (15-16) be released for formal consultation with staff, subject to the draft policy being refined to take account of the feedback from members.

8. Date of the next meeting of the HRPC

8.1 **Noted:** That the next meeting of the Human Resources Policy Committee would be held on 22 June 2016 at 8.30 a.m.

9. Any other business

9.1 There was no other business discussed.