



HUMAN RESOURCES POLICY COMMITTEE

Wednesday 11 July 2018 at 10.00 a.m. in the Haldane Room

MINUTES

Present:

Professor Michael Arthur (Chair)
Ms Wendy Appleby
Dr Paul Ayris
Dame Nicola Brewer
Mr Simon Cane
Dr Mike Cope
Professor Piet Eeckhout
Professor Becky Francis
Mr Andrew Grainger
Mr Phil Harding
Professor Graham Hart
Mrs Lori Houlihan
Mr Rex Knight
Professor David Lomas
Professor Ivan Parkin
Professor David Price
Professor Geraint Rees
Mr Tom Rowson
Ms Fiona Ryland
Professor Anthony Smith
Professor Nigel Titchener-Hooker

Apologies were received from Professor Stella Bruzzi, Dr Celia Caulcott, Professor Mark Emberton, Professor Mary Fulbrook, Ms Collette Lux, Professor Alan Penn, and Professor Alan Thompson.

In attendance: Ms Fiona McClement, Head of Equality, Diversity and Inclusion; Mr Kevin Countinho, Athena Swan Manager, Mr Geoff Lang, Director, HR Strategy and Planning; Professor Sara Mole, Provost's Envoy for Gender Equality; Dr Marguerite Nolan, Committee Secretary; and Mr Peter Warwick, Director of Employee Relations.

PRELIMINARY FORMAL BUSINESS

1. MINUTES OF THE MEETING OF THE HRPC HELD ON 18 APRIL 2018

- 1.1 **Approved:** The Committee approved the Minutes of the last meeting of the Human Resources Policy Committee (HRPC) held on 18 April 2018.

2. MATTERS ARISING FROM THE MINUTES

- 2.1 **Received:** The Committee received an oral update from the Director of HR Strategy and Planning and the Executive Director of HR on the following matters:

- a) Revised Draft Changes to Professorial Banding Criteria

Work was progressing on this document and it would be submitted to the Academic Board for consideration in the autumn term 2018.

- b) Proposed House Loan Scheme

UCL was awaiting feedback from the Financial Conduct Authority (FCA) concerning the proposed scheme.

- c) PGTA Code of Practice

Following endorsement by the HRPC on 18 April 2018, the Research Degrees Committee considered the PGTA Code of Practice at its meeting on 5 June 2018. Follow up work was now underway on some feedback received from the Research Degrees Committee. The code was due to be rolled out in the 2018-19 academic year.

FOR DISCUSSION

3. EQUALITY, DIVERSITY AND INCLUSION STRATEGY HRPC 3-1 (17-18)

- 3.1 **Considered:** The Committee considered the draft Equality, Diversity and Inclusion Strategy at HRPC 3-1 (17-18). As the Equality, Diversity and Inclusion (EDI) Team were joining the Office of the President and Provost from 1 August 2018, it was timely to establish a new Strategy that set out more clearly cross-cutting, common objectives that would be pertinent to all faculties and departments within UCL.

- 3.2 It was noted that the objectives in the strategy could be monitored and were measurable, for example, through the National Student Survey (NSS), the staff survey results, HR data, and student attainment data. The development of meaningful metrics would form part of the consultation process concerning the strategy.

- 3.3 The Committee welcomed the draft strategy and it was felt that the ten-year timescale was appropriate. Members put forward a number of suggestions on how the strategy could be developed further, including:

- a) To build in who was responsible for the different objectives in the strategy, in order to measure progress, for example, infrastructure.

- b) To review the work of the Equality, Diversity and Inclusion Committees and groups at UCL and how they feed into the strategy.

- c) To include student recruitment in the strategy.

- 3.4 **Resolved:** The Committee supported the direction of travel of the Equality, Diversity and Inclusion Strategy, as set out at HRPC 3-1 (17-18), subject to the feedback from members as noted above.

4. ATHENA SWAN SILVER APPLICATION HRPC 3-2 (17-18)

- 4.1 **Considered:** The Committee considered the report on the Athena SWAN Silver application at HRPC 3-2 (17-18). This provided a summary of the latest position regarding UCL's Athena SWAN institutional renewal and sought feedback on the most significant commitments for the new action plan. HRPC was being asked to discuss the way forward for the initiatives being proposed. The final action plan would be submitted to the next meeting of the HRPC.

- 4.2 It was noted that after careful consideration and much discussion on a range of options by the Athena SWAN Steering Group, five proposals had been put forward in the paper as the most high-impact priorities for retaining the Silver award and achieving better and more consistent progress on equality across the institution. The Committee discussed the recommendations and the overview of cost as included at Appendix 2.

- 4.3 The Committee highlighted the importance of this application for UCL. It was acknowledged that further consideration would need to be given to how the recommendations could be taken forward and funded by UCL. Members gave feedback on the amount of work involved in preparing Athena SWAN departmental submissions, as outlined in the report, and the burden that this had placed particularly on female academic staff.

- 4.4 It was proposed that further discussions be held with the Deans concerning the recommendations set out in the report. Also, a decision would need to be taken as to whether the recommendations should be funded centrally or locally.

- 4.5 **Resolved:** The feedback from the Committee was noted. The final Athena SWAN action plan would be brought back to the next meeting of the HRPC on 28 November 2018 for consideration and approval.

5. POSITIVE ACTION IN RECRUITMENT HRPC 3-3 (17-18)

- 5.1 **Considered:** The Committee considered the paper on Positive Action in Recruitment at HRPC 3-3 (17-18). This sought permission for the Equality, Diversity and Inclusion (EDI) Team to be given exemptions from the Recruitment and Selection Policy to pilot innovative new recruitment methods with carefully selected departments or panels.

- 5.2 The Committee was very supportive of the aims and proposals put forward in the paper. The Head of Equality, Diversity and Inclusion provided feedback on the examples of approaches that UCL could pilot and how the waiver would work. It was noted that the waiver would have to be approved by the Executive Director of HR. The department and the recruitment panel would be asked to confirm in writing that they understood that this was strictly a one-off pilot exercise. The Equality, Diversity and Inclusion Team would work closely with the recruitment panels to ensure the approach remained lawful at all stages and they would evaluate carefully the outcomes.

- 5.3 Members discussed the examples of possible approaches that could be piloted as included in the paper. It was suggested that up to six candidates should be interviewed for posts, including the top three female applicants and the top three male candidates.

- 5.4 **Resolved:** The Committee agreed the following:

a) The Committee approved the establishment of 'positive action waivers' on a pilot basis, as set out at HRPC 3-3 (17-18).

b) An evaluation report with further recommendations would be brought back to HRPC for consideration in one year.

6. HEADS OF DEPARTMENT STRATEGY

HRPC 3-4 (17-18)

6.1 **Considered:** The Committee considered the Heads of Academic Department Strategy at HRPC 3-4 (17-18). The purpose of this paper was to provide recommendations that would help the Heads of Departments (HODs) to improve the student experience. The HRPC was not being asked to approve any associated costs. For the recommendations that were approved, the normal budget process would be followed.

6.2 It was noted that three work streams had been identified to support the objectives set out in the paper. These included:

1) Training and Development

2) Reward and Recognition

3) Structures and Roles

6.3 The job description for HOD was being reviewed as part of the structures and roles work stream and an updated draft was provided with the paper.

6.4 The Committee discussed the recommendations proposed for each of the work streams and the draft job description for HOD. The Committee welcomed the strategy and recognised the importance of addressing the current challenges as outlined in the paper. The following feedback and suggestions were noted:

a) It would be helpful to combine some of the HOD leadership training with the staff development for Heads of Professional Services. It was also noted that the leadership training for HODs should be essential and ongoing.

b) The length of the HOD main job description should be reduced to include a generic summary with an accompanying document containing the full details.

c) To review the wording of row five of the Person Specification and include the suggested wording 'high quality publications' to allow for other publishing platforms.

d) The HOD job description was included in the Academic Manual and this would need to be updated once the final version was agreed.

e) To use the wording 'additional award scheme' rather than 'bonus scheme' in the recommendations concerning reward and recognition in the strategy.

6.5 **Resolved:** The Committee endorsed the recommendations set out in the report at HRPC 3-4 (17-18), subject to the feedback and suggestions noted above.

7. HR STRATEGY UPDATE

HRPC 3-5 (17-18)

7.1 **Received:** The Committee received and noted the HR Strategy report at HRPC 3-5 (17-18). This provided an update on action taken to date on the HR Strategy, including progress against specific objectives under the Strategy's main themes.

7.2 It was noted that the HR Leadership Team was now 60% female.

7.3 It was suggested that a slot should be included at a Provost's Leadership Forum to make members aware of the changes to the HR Leadership Team.

OTHER BUSINESS FOR APPROVAL OR INFORMATION

8. RESEARCH STAFF CODE OF PRACTICE 2018/19 HRPC 3-6 (17-18)

8.1 **Received:** The Committee received and noted the Research Staff Code of Practice 2018/19 at HRPC 3-6 (17-18)

9. DATES OF MEETINGS OF THE HRPC IN 2018-19

9.1 **Noted:** That meetings of the Human Resources Policy Committee (HRPC) would be held on the following dates in 2018-19:

- Wednesday 28 November 2018 from 10.00 to 12.00

- Wednesday 3 April 2019 from 10.00 to 12.00

- Wednesday 10 July 2019 from 10.00 to 12.00

10. ANY OTHER BUSINESS

10.1 There was no other business discussed.