



HUMAN RESOURCES POLICY COMMITTEE

18 NOVEMBER 2010

MINUTES

Present:

Professor Sir Malcolm Grant, President and Provost (*Chair*)
Dr Robin Aizlewood
Ms Sarah Brant
Ms Su Bryant
Dr Mike Cope
Ms Louisa Johnson
Mr Rex Knight
Professor Nicola Miller
Sir Stephen Wall

In attendance: Mr Geoff Lang (Assistant Director: HR Policy and Planning), Ms Cheryl Newsome (HR Consultancy), Ms Momtaz Rahman (HR Policy and Planning) and Ms Karen Wishart (Secretary).

Apologies for absence were received from Mr Andrew Grainger, Professor Chris Thompson, Professor Alwyn Seeds and Professor Michael Worton.

Key to abbreviations

HR	Human Resources
HRPC	Human Resources Policy Committee
UCEA	Universities and Colleges Employers Association
USS	Universities Superannuation Scheme

1 **CONSTITUTION AND 2010-2011 MEMBERSHIP; TERMS OF REFERENCE**

Received:

- 1.1 The constitution, 2010-2011 membership and terms of reference of HRPC, at APPENDIX HRPC 1/01 (10-11).

2 **MINUTES¹**

Approved:

- 2.1 The Minutes of the HRPC meeting of 10 June 2010 [*HRPC Mins.11-21, 10.06.10*], issued previously, were confirmed by HRPC and signed by the Chair.

3 **MATTERS ARISING FROM THE MINUTES**

[see also item 4 below]

3A **Update on national pay bargaining, USS pension review**

[HRPC Min.13A, 10.06.10]

Received:

- 3A.1 An oral report by the Director of HR.

Reported:

- 3A.2 As noted at the last meeting in June 2010, the UCEA had made a final offer of a 0.4/% consolidated cost of living pay increase for 2010-11, which, had it been agreed would have been effective from August 2010. This offer had been accepted by UNISON but the UCU, EIS, GMB and Unite had rejected the offer and had given notice of their intention to move to the disputes procedure.
- 3A.3 The consultation on proposed USS pension scheme changes would close on 22 December 2010. The relevant documentation on the proposed changes and how to respond to the consultation process had been sent to all USS members and potential members and was available on the USS website. Representatives of all three campus trade unions had been invited to a meeting to discuss the changes and the consultation process. There had so far been a low response rate from UCL staff which appears to be quite typical of response rates across the sector.

¹ Minutes of meetings of HRPC are available online at <http://ucl.ac.uk/staff/committees/human-resources/>

4 **NON-CLINICAL PROFESSORIAL PAY – AN EQUAL PAY UPDATE**
[HRPC Min.5, 13.11.09]

Received:

- 4.1 A note at APPENDIX HRPC 1/02 (10-11).
- 4.2 An oral report by Sarah Brant, Director of HR.

Reported:

- 4.3 Professorial pay bands were introduced in 2008 based on objective and transparent criteria linked to UCL's strategic mission. The introduction of pay banding was intended to address historical pay anomalies and underpin UCL's commitment to equal pay. Since the equal pay report to HRPC in November 2009 on the initial pay banding exercise a further opportunity for pay band review has been offered to professors and a number of deferred cases had also now been banded. An equal pay update has subsequently been completed.
- 4.4 The equal pay review update noted that:
 - With respect to the professorial profile, the proportion of women in the non-clinical professoriate had increased slightly from 20.0% to 20.8% however women were under-represented in bands 2 and 3 compared to male colleagues.
 - With respect to pay, the overall pay gap across all 3 bands had reduced from -7.53% to -6.04% (excluding market supplements and allowances). In band 1 women were paid on average 0.99% more than men, in band 2 men were paid on average 5.79% more than women and in band 3 men were paid on average 4.09% more. The Equal Opportunities Commission recommended that corrective action be applied to gender differences in pay in excess of 5% and therefore it was recommended that UCL take measures to reduce the band 2 gap to less than 5% within 18 months.

Discussion

- 4.5 It was noted that market supplements and allowances were not included in the analysis. It was acknowledged that if they were included in the pay review the gender pay gap would increase further.

RESOLVED:

- 4.6 That the report at APPENDIX HRPC 1/02 (10-11) along with the recommendation at Minute 4.4 above be endorsed.

5 **REVIEW OF 2009-10 STAFF EXIT DATA**

Received:

- 5.1 A report at APPENDIX HRPC 1/03 (10-11).
- 5.2 An oral report by Sarah Brant; HR Director.

Reported:

- 5.3 UCL's exit questionnaire provides useful data to supplement staff satisfaction data gleaned from regular staff surveys. The Exit questionnaire had been completed by 210 leavers in the period 1 October 2009 – 30 September 2010. Those leaving UCL involuntarily i.e. through redundancy, dismissal or retirement are not surveyed.
- 5.4 Feedback had been positive over a significant majority of the questions. Some of the findings of the review of the exit data were as follows:
- 85.4% of respondents agreed or strongly agreed that their job description accurately described their role when they started UCL, while 84.1% believed that their job descriptions were accurate when they left.
 - 83% of respondents thought that communication within their immediate work team was good (an increase from 74.2% last year). 97.1% agreed that working relationships with colleagues were good and 85.7% stated that their relationship with their manager was good (an increase of 11.1% since last year).
 - 87.3% thought UCL pay was either good or very good; similarly 89.4% felt that the pension schemes offered were good or very good.
 - 19.4% had applied for a flexible working pattern in line with the Work Life Balance policy and of these requests 82.4% were approved.
 - The reasons for leaving were mainly positive: 26.5% for promotion outside the HE sector, 20.6% to enter full time education and 13.7% for promotion within the HE sector. 90.1% of staff would recommend UCL as an employer.

It was noted that where particular issues had been raised by individuals these had been followed up by HR with the department or division as appropriate.

Discussion:

- 5.5 HRPC agreed that the staff exit survey provided useful information. The mostly positive responses were noted, particularly the number of staff who would recommend UCL as an employer.
- 5.6 82.9% of leavers agreed that they worked in an environment free from bullying and harassment. HRPC members asked if there was benchmark data against which to compare this result. The Director of HR noted that it was difficult to compare this with other institutions because data was not made available. She did however point out that UCL has one of the most comprehensive arrangements in the sector for collecting data and reporting annually on both informal and formally raised concerns regarding harassment and bullying amongst both staff and students.

6 ABOLITION OF THE DEFAULT RETIREMENT AGE

Received:

- 6.1 A report at APPENDIX HRPC 1/04 (10-11) [tabled at the meeting].
- 6.2 An oral report by Geoff Lang, Assistant Director: HR Policy and Planning.

Reported:

- 6.3 The Government had noted its intention to abolish the default retirement age from 6 April 2011 and the proposal was the subject of consultation. This would mean that staff reaching the age of 65 after 1 October 2011 would not have to retire but could continue to work indefinitely. An employer wishing to maintain a compulsory retirement age would be required to provide 'objective justification' for such action. Legal advice had been sought and initial advice indicated that it was unlikely that UCL would be able to objectively justify a compulsory retirement date.
- 6.4 It was reported that under the present UCL system staff could request to work beyond the age of 65 and these requests were usually granted to allow employment for a further 3 years. In addition to this there were also requests to take early retirement. Taking early and late retirement into account the average retirement age was currently 64.
- 6.5 The USS pension scheme had also proposed changes from 2011 which would enable flexible retirement with the agreement of the employer, allowing staff to reduce their hours by 20% or more and take a proportion of their pension to top up their income. With both the pension scheme change and the abolition of the default retirement age it is difficult to forecast future retirement patterns. It was noted however that if an average of 60 staff per year chose not to retire at 65 from 2011 this would skew UCL's age profile significantly over time and would reduce the opportunity to appoint new staff.

Discussion:

- 6.6 Concern was expressed that the average age in academic departments was likely to increase and there would be fewer opportunities to bring in new lecturers. This would impact both the department salary costs (older staff were more likely to be at the top of salary scales) and reduce the opportunity to introduce new lecturers and new research themes.
- 6.7 A further Government announcement was expected by the end of December, following this UCL would consider its position further on whether it would be justified in maintaining a default retirement age.

7 **WORKFORCE, RECRUITMENT AND TURNOVER MONITORING**

Received:

- 7.1 A report at APPENDIX HRPC 1/05 (10-11), summarising a range of workforce monitoring data from 1 October 2009 – 30 September 2010.
- 7.2 An oral report by Geoff Lang, Assistant Director, HR Policy and Planning.

Reported:

- 7.3 UCL had two workforce equality targets (i) to increase the employment of black and minority ethnic staff in grades 1-8 to 31% by 2015 and (ii) to increase the representation of women in grades 9 and 10 by 1% per annum, with the ultimate aim of equal numbers of women and men at this level. It was reported that there had been very little progress with both equality targets over the last 12 months. The percentage of BME support staff had increased from 20.5% to 21% whilst the percentage of female staff in senior grades had reduced from 31.3% to 30.7%.
- 7.4 Since it was identified that BME applicants were proportionally less likely to be appointed than white applicants the HR Policy and Planning team had been examining recruitment to a sample number of posts each year to determine whether the selection criteria were justifiable and consistently applied. A random sample from across 12 UCL departments found that the selection criteria were justifiable and consistently applied.
- 7.5 Regarding the second target, to increase the representation of women in grades 9 and 10, the inequalities were most apparent in non-clinical academic and research staff (27% female and 73% male). Professor Jan Atkinson had recently completed a project on 'Women in Leadership and Management' which had resulted in a number of recommendations to be incorporated into UCL's new 'Gender Equality Scheme'.
- 7.6 The online recruitment system (Rome) had been running for over a year and the first complete set of data was included in the report. All online applicants were requested to complete the equality monitoring information although it was noted that these data had not yet been made available to Departments. From the data received, no evidence of discrimination was evident in terms of sexual orientation or religion.
- 7.7 Data on recruitment panels was examined for the first time and there was representation of women on panels roughly in line with their representation in the grades in question but a low number of BME representatives on interview panels.
- 7.8 In an attempt to support UCL in meeting its equality targets outlined at paragraph 7.3 above, the following recommendations were made:
 - To continue random sampling of appointments to confirm whether the selection criteria were used justifiable and consistently applied.

- To anonymise the personal details from applications for support posts.
- To ensure that person specifications requiring educational qualifications (e.g. degrees) were only included if they were justifiable.

Discussion:

- 7.4 HRPC agreed that it was important for selection panels to include as diverse membership as possible to limit the possibility of prejudice and the potential for people to select others who were similar to themselves. Although the potential workload burden of sitting on interview panels, for women and BME panel members was noted.
- 7.5 HRPC endorsed the recommendations at 7.8 above although it was noted that if person specifications for support staff were not permitted to include criteria such as holding a degree there would be a dramatic increase in the volume of applications received and in a department's ability to manage the process. It was reported that there were ways to assist with demand management, such as the type of questions included in the application form and HR could advise on this.

RESOLVED

- 7.6 That the report at APPENDIX HRPC 1/05 (10-11) along with the recommendations at Minute 7.8 above be noted and endorsed.

8 ANNUAL EMPLOYMENT POLICY MONITORING REPORT 2009-10

Received:

- 8.1 A report at APPENDIX HRPC 1/06 (10-11).
- 8.2 An oral report by the Director of HR.

Reported:

- 8.3 The report aimed to establish whether UCL policies had a disproportionate impact on any one group which might give cause for concern. The report covered the period 1 October 2009 to 30 September 2010. The report noted that:
- There had been a decrease in the number of staff raising formal grievances (from 20 in 2008-9 to 12 in 2009-10). The number subject to formal disciplinary action had also reduced from 20 to 12 cases, although there was greater representation amongst staff from BME groups and a slightly higher percentage of men than women.
 - There had been a reduction in the number of staff awarded accelerated increments/discretionary points with a slightly higher proportion awarded to white staff and women.
 - The number of grading appeal requests had reduced from 105 in 2008-9 to 72 posts in 2009-10. 74.5% of these were from women,

72.5% classified themselves as white and 21.5% as BME. The profile of those jobs put forward for grading review slightly favoured white staff over BME compared to the relevant workforce.

- The percentage of completed appraisals fell to 79% from 85% at September 2009. The target rate was 95%.
- Overall the 2009-10 data did not suggest that UCL employment policies were biased against any particular groups.

Discussion:

- 8.4 HRPC noted that the appraisal completion rate was disappointing. It was reported that as part of the action plan resulting from the staff survey there was a review of the appraisal process taking place along with plans to link the appraisal process in a more defined manner to performance management and career planning.

9 **A COACHING AND MENTORING STRATEGY**

Received:

- 9.1 An oral report by the Head of OSD.

Reported:

- 9.2 Mentoring was widely used in academic departments to support new researchers and assist with career development. OSD had engaged the services of Clutterbuck Associates to develop a coaching and mentoring framework at UCL. Initially OSD were working with small groups in academic departments but the intention was to make the coaching and mentoring training more widely available.

10 **SARAH BRANT**

Reported:

- 10.1 The Chair noted that Sarah Brant, Director of HR, was leaving UCL in January 2011, therefore this was her last HRPC meeting. The Chair expressed immense gratitude to Sarah for her contributions to HRPC and UCL generally.

11 **DATES OF MEETINGS 2010-11**

Noted:

11.1 Further meetings of HRPC had been scheduled as follows:

Monday 21 March 2011 at 2pm

Monday 6 June 2011 at 2pm

KW
30/11/10