LONDON'S GLOBAL UNIVERSITY

UCL

HUMAN RESOURCES POLICY COMMITTEE

Held on Wednesday 21 December 2016 at 10.00 a.m. in the South Wing Council Room

<u>MINUTES</u>

Present:
Professor Michael Arthur (Chair)
Dr Paul Ayris
Dame Nicola Brewer
Dr Mike Cope
Professor Mark Emberton
Professor Becky Francis
Professor Mary Fulbrook
Professor Dame Hazel Genn
Mr Andrew Grainger
Mr Phil Harding
Professor Graham Hart
Mr Rex Knight
Professor David Lomas
Professor Ivan Parkin
Mr John Parr
Professor Alan Penn
Professor David Price
Professor Geraint Rees
Mr Ivan Royle
Professor Anthony Smith
Professor Alan Thompson

Apologies have been received from Ms Wendy Appleby, Mr Simon Cane, Dr Celia Caulcott, Mrs Lori Houlihan, Professor John Mullan, Mr Tom Rowson and Professor Nigel Titchener-Hooker.

In attendance: Mr Adam Connell, Senior HR Policy Advisor, Mr Geoff Lang, Director, HR Policy and Planning, 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. **Constitution, Membership and Terms of Reference**   **HRPC 1-1 (16-17)**
      of the HRPC for 2016-17

1.1   **Received:** The Committee received and noted the Constitution, Membership and Terms of Reference of the Human Resources Policy Committee for 2016-17 at HRPC 1-1 (16-17). These had been updated to take account of changes in the membership of the UCL Senior Management Team this academic year.

2. **Minutes of the meeting of the HRPC held on 22 June 2016**

2.1   **Approved:** The Committee approved the minutes of the last meeting of the Human Resources Policy Committee (HRPC) held on 22 June 2016.

3. **Matters arising from the Minutes**

3.1   **Received:** The Committee received an oral update from the Interim Executive Director of UCL HR on the following matters:

3.2   **Harassment and Bullying Anonymous Reporting System** (Minute 3.4) - work was underway on the development of this system and it was expected that it would be introduced in March 2017.

3.3   **Equalities and Diversity Online Diversity Training** (Minute 4.3) - work would continue to improve the completion rate of equality training in the spring term 2017.

3.4   **Central Maternity Leave Funding** (Minute 10.1) - two members of staff, one from the HR Division and one from the Finance and Business Affairs Division, would be working on this project and it was planned that the new process would be implemented at the start of the next financial year in August 2017.

FOR DISCUSSION

4. **Academic Promotions Framework**   **HRPC 1-2 (16-17)**

4.1   **Considered:** The Committee considered the Academic Promotions Framework update at HRPC 1-2 (16-17). This included the draft framework and timetable at Annex A, which had been approved for consultation with the trade unions at the last meeting of the HRPC on 22 June 2016. Feedback had now been received from the University and College Union (UCU), as included at Annex B, and this would form the basis of further discussion.

4.2   The Committee noted the importance of getting the framework agreed and implemented for the 2017-18 academic year. The Committee discussed the proposed responses to UCU as included in the paper (pp. 11-12). Members supported the proposed responses as included in paragraphs a, b, c, and d. It was agreed that the response in paragraph (e) relating to switching pathways would be amended to: Not agreed. It was agreed that, whilst switching pathways should be possible in principle and where appropriate, this should not be part of the academic promotion process. Staff wishing to be considered for a post in another academic pathway would be required to apply for vacancies when they were advertised.

4.3   The Committee discussed the methodology to be adopted for the consultation on the framework. There was support for simplifying the process, subject to any change being agreed with UCU.

4.4 The Committee discussed the implementation of the Review of Staff Redeployment Policy which had been approved by the HRPC at its last meeting on 22 June 2016. It was agreed that the latest position with regard to redeployment would be confirmed following the meeting.

4.5 **Resolved:** The Committee approved the responses to the main UCU proposals, as set out at HRPC 1-2 (16-17), subject to the amended paragraph (e) response. It was noted that these responses would inform the content of the final document which was due to go to all-staff consultation in January 2017 and to be considered by Academic Board at its next meeting on 25 January 2017.

5.   Capability Policy   **HRPC 1-3 (16-17)**

5.1 **Considered:** The Committee considered the new Capability Policy at HRPC 1-3 (16-17). The consultation process for the replacement of 'Managing Underperformance: A Capability Policy' with a new Capability Policy had concluded. This had included formal consultation with UCL's recognised trade unions through a subgroup of the Joint Consultative and Negotiating Group (JCNG) and all staff consultation.

5.2 The Committee discussed the one substantive change in the policy, the reduction of formal stages of the procedure from three to two, to which the recognised trade unions had not agreed. It was noted however that this change would remove the need for repetition where triggers were reached within a short time following previous action. This reflected the more streamlined approach adopted in other recently updated UCL HR policies. Therefore, it was being recommended that despite this one area of disagreement HRPC should approve the proposed policy and procedure in full.

5.3 The Committee supported the new streamlined policy. The Committee noted the importance of this policy being communicated effectively to staff and for training to be provided.

5.4 **Resolved:** The Committee approved the new Capability Policy at HRPC 1-3 (16-17) and that it be applied to all staff employed by UCL.

6.   Grading of Professional Services Posts   **HRPC 1-4 (16-17)**

6.1 **Considered:** The Committee considered the update on the introduction of a new grading process for professional services roles as set out at HRPC 1-4 (16-17). The revised process had been developed in consultation with the trade unions. It aimed to remove unnecessary bureaucracy, make better use of existing job descriptions across UCL, and improve transparency in the process.

6.2 The Committee was very supportive of this proposed new process and the time and work that it would save.

6.3 **Resolved:** The Committee approved that an all-staff consultation exercise be carried out on the proposed new job grading process for professional services roles, as set out at HRPC 1-4 (16-17). UCL HR planned to implement the new grading process from February/ March 2017, following the consultation exercise.

OTHER BUSINESS FOR APPROVAL OR INFORMATION

7.   Preparing for the TOPS Programme

7.1   **Received:** The Committee received an oral report from the Interim Executive Director of UCL HR concerning the HR preparations for the Transforming our Professional Services (TOPS) programme.

7.2   It was noted that the new HR system was due to be introduced in August 2017. In the meantime, and in preparation for the TOPS programme, there was a need to reduce radically the very high number of approved users of the current HR systems who were not based in the HR Division, as the current arrangement was too fragmented and inefficient. Once the new system was live, the focus of HR would quickly evolve to provide monitoring and enhanced support for the continuing users in faculties and professional services divisions. This would reduce significantly the amount of time that staff within the HR Division would need to spend checking data and offered the opportunity to improve MI provision. A new Interim Director of HR Services would be recruited to work with the HR admin teams and engage closely with faculties and professional services divisions.

7.3   The Committee endorsed the approach proposed by HR for implementing the HR system and managing the HR services.

8.   Staff Survey Action Plans   HRPC 1-5 (16-17)

8.1   **Received:** The Committee received and noted the reviewed Faculties and Professional Services Action Plans and the UCL Corporate Actions as set out at HRPC 1-5 (16-17).

8.2   It was noted that UCL HR planned to submit the next six monthly monitoring reports on each action plan to the HRPC in July 2017.

9.   Dates of future meetings in 2016-17

9.1   **Noted:** That meetings of the HRPC would be held on the following dates in the spring and summer terms 2017:

-     5 April 2017 at 10.00 a.m.

-     5 July 2017 at 10.00 a.m.

10.   Any other business

Recruitment and Reward of Senior Academic Leadership Roles below the level of SMT

10.1   It was agreed that the Senior Management Team (SMT) would review the implementation of the revised process for the recruitment and reward of senior academic leadership roles below the level of SMT, which had been approved by the HRPC in 2015. This would be considered by the SMT in the spring term 2017.

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