



HUMAN RESOURCES POLICY COMMITTEE

Wednesday 24 September 2014

MINUTES

Present:

Professor Michael Arthur (Chair)
Dame Nicola Brewer
Professor Stephen Caddick
Professor Anthony Finkelstein
Professor Mary Fulbrook
Professor Dame Hazel Genn
Mr Phil Harding
Professor Graham Hart
Mr Rex Knight
Professor David Lomas
Professor Alan Penn
Professor David Price
Professor Anthony Smith
Professor Alan Thompson
Professor Sir John Tooke
Professor Jo Wolff

Apologies for absence were received from: Professor Nick Brook, Professor David Lomas and Professor Geraint Rees.

In attendance: Mr Gary Hawes (Secretary); Mr Nigel Waugh (Director of Human Resources)

1 CONSTITUTION AND 2014-15 MEMBERSHIP; TERMS OF REFERENCE

Received:

- 1.1 The constitution, 2014-15 membership and terms of reference of the Human Resources Policy Committee (HRPC) at HRPC 1-1 (14-15).

2 MINUTES OF 25 JUNE 2014 MEETING

Confirmed:

- 2.1 The Minutes of the previous meeting of HRPC held on 25 June 2014 [*HRPC Mins. 23-29, 25.6.14*] subject to the recording of Dame Nicola Brewer among the list of members present.

3 MATTERS ARISING FROM THE PREVIOUS MINUTES

3A Progress update

[HRPC Mins.25 and 26, 25.06.14]

Received:

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

Reported:

- 3A.2 A promotion of the existing package of UCL employee benefits, along with the launch both of the new Provost's Excellence Award Scheme and the optional healthcare scheme for all staff (which the Remuneration & Strategy Committee had agreed at its meeting on 16 July 2014 should be taken forward by HR colleagues), were all planned for the end of November 2014.
- 3A.3 It was proposed to consult HRPC on details of a proposed new Reward Strategy and proposals around National Pay Bargaining at its January 2015 meeting.
- 3A.4 HR colleagues were currently consulting on a proposed new Performance Development and Review policy, with a view to this being received at the March 2015 meeting of HRPC and launched thereafter alongside a refreshed training and support package for management and staff.

4 PROPOSED NEW OPERATING MODEL FOR THE DELIVERY OF HUMAN RESOURCES SERVICES AT UCL

Received:

- 4.1 At HRPC 1-2 (14-15) a discussion paper proposing a new operating model for the delivery of HR services at UCL, introduced by the Director of HR.

Reported:

- 4.2 Various factors, including the significant recent growth in the number of UCL staff and an outdated HR Information System, had served to place increasing pressure on the current HR structures and systems. In light of this and current constraints on staffing and IT costs across UCL, it was proposed to review the manner in which HR services were currently delivered across UCL to address concerns about the availability and accessibility of HR advice and services as well as HR staff workload and to improve the timeliness, quality and effectiveness of UCL's HR services
- 4.3 The difficulties in providing a central HR service that was adequately responsive and flexible to meet the diverse needs of an institution of the size and complexity of UCL had suggested that more could be achieved through a significant level of devolution of HR services to faculties, departments and Professional Services divisions, where the need for speed, flexibility, innovation and personalised support was strong. This would also help to ensure that HR services and decisions were better aligned with UCL's goals and were customer-driven, flexible and responsive. In line with this approach, it was proposed to reorganise UCL's HR services with a view to these being delivered at different levels within UCL and categorised as: Corporate HR Services, Local HR Services and Shared SR Services.
- 4.4 Subject to feedback from HRPC and from discussions that had already taken place with the Professional Services Leadership Team and the HR Management Team, in

addition to those that were ongoing with Faculty Managers and HR colleagues, it was proposed to reach agreement on a new HR organisational structure by Christmas 2014, with a relatively lengthy implementation period envisaged for this for the first six months of 2015.

Discussion:

- 4.5 The proposal for a new operating model for the delivery of HR services at UCL was broadly welcomed in principle by HRPC. HRPC agreed that it would be important to ensure that the proposed new HR operating model was underpinned by clear and transparent policies and processes as well as by an effective programme of training for the HR colleagues who would be involved in the delivery of Shared and Local HR Services.
- 4.6 HRPC agreed that there would also need to be clear lines around accountability. To this end, HRPC welcomed the fact that it was proposed that HR colleagues who were involved in the delivery of Shared and Local HR Services would have 'dotted' reporting lines to the relevant Vice-Provosts or Deans as well as reporting to the Director of HR.
- 4.7 It was noted that access to good-quality, prompt HR advice was an aspect of the current HR operating model that was highly valued by Deans. It would be important to ensure that this was retained within the proposed new HR operating model along with consistency in the provision of this advice.
- 4.8 Some concerns were expressed around the spatial aspects of the proposed new operating model and the risk that this would serve to reduce collegiality among HR colleagues along with opportunities for the sharing of learning and good practice that would promote consistency in the provision of advice and services. However, it was noted that the proposed devolution of some HR services could also serve to facilitate the development of a distinct customer service culture as well as costing of the delivery of HR services within UCL.
- 4.9 It was noted that the proposal would involve a challenging change management process, and that there would need to be further discussion with colleagues across UCL around complexities such as space allocation, how the Local HR Services would operate in each of UCL's Schools and Professional Services Divisions and the aggregation of HR functions and staff currently located and operating independently of the central HR function in these areas. Aspects of the current proposal affecting Faculty or Departmental staff who currently performed HR functions would be subject to separate consultation early in the New Year.
- 4.10 The following other points were raised during discussion:
- it would be helpful to include a diagram delineating the proposed new HR structures as part of the further consultation that would take place around the proposed new operating model;
 - there were potentially budgeting implications underpinning the implementation of the proposed new operating model that would also need to be taken into account.

RESOLVED:

- 4.11 That the Director of HR proceed with taking forward further consultation around the proposal at HRPC 1-2 (14-15) with a view to further details being brought back to HRPC in due course.

5 2013 STAFF SURVEY UPDATE

Received:

- 5.1 The report at HRPC 1-3 (14-15) providing an update on progress towards implementing the Corporate and Faculty/Divisional action plans based on the results of the 2013 UCL Staff Survey, introduced by the Director of HR.

Reported:

- 5.2 In addition to an overarching Corporate Action Plan, action plans had also been received from the following UCL faculties: Arts and Humanities, Brain Sciences, Built Environment (circulated under separate cover to HRPC 1-3 (14-15) and filed with these Minutes), Engineering Sciences, Laws, Life Sciences, Medical Sciences, Population Health Sciences, Social and Historical Sciences; from the Vice-Provosts for Operations, Education & Student Affairs, International, Research, Health and Enterprise & London.

Discussion:

- 5.3 HRPC agreed that it would be important for the purpose of giving validation to the Staff Survey among staff to provide regular updates via media such as the Week@UCL and Exchange of actions that were being taken in response to the findings of the Survey. It would also be important to ensure that the loop was being closed on these actions, particularly in relation to areas such as staff working accommodation and the UCL estate where there was sometimes the perception among staff that no action was being taken in response to their issues/concerns.

6 EQUALITIES AND DIVERSITY STRATEGY 2014-19

Received:

- 6.1 The proposed new Equalities and Diversity Strategy 2014-19 at HRPC 1-4 (14-15), introduced by the Director of HR.

Reported:

- 6.2 The Equalities and Diversity Team in Human Resources, in consultation with UCL's equality groups and other expert advisers, had devised a new, more focussed Equalities and Diversity Strategy which had been discussed at length and endorsed by the Equalities and Diversity Committee (EDC) in July 2014. The strategy was being presented for HRPC's endorsement prior to it being forwarded to UCL Council for formal approval.
- 6.3 The Strategy, which intended for the entire UCL community including staff and students, was built around the following six strategic objectives:
- Increasing the 'net diversity' of senior staff in grades 9 & 10 at UCL – primarily looking at gender, race and disability - to achieve a 5% increase by 2019;
 - Improving the consistency of experience and support of staff and students around pregnancy, maternity, paternity, childcare and caring responsibilities;
 - Improving UCL's standing in relation to national award schemes, in particular the Athena SWAN Charter, Equality Challenge Unit Race Charter and Stonewall Workplace Equality Index;
 - Taking action to achieve universal and timely disclosure of student disability status, and collect and analyse student monitoring data on sexual orientation,

gender identity and caring responsibilities with a view to increasing outreach and support;

- Exploring and understanding the Black and Minority Ethnic (BME) student attainment gap at UCL, with a view to reducing it where it exists;
- Increasing student applications and enrolments from underrepresented groups across UCL: in particular from mature students, students from underrepresented BME backgrounds, students with disabilities; and maintaining applications and enrolments from young male students against a falling national trend.

Discussion:

- 6.4 Some members of HRPC drew attention to the need for better communication and a greater degree of coordination of activities between the various groups that were operating separately across UCL to take forward aspects of UCL's equalities and diversity agenda. In particular, these groups needed to be informed of the need to channel their initiatives, including any proposals for funded activities, through EDC with a view to maximising efforts, managing expectations and making the best use of the resources that were available within UCL.
- 6.5 Consideration would need to be given by HR colleagues on how to communicate the Strategy, once approved, to ensure that it was effectively promulgated across UCL.

7 DOCUMENTATION RECEIVED BY HRPC OUT OF CYCLE

Noted:

- 7.1 With the approval of the Chair of HRPC, a number of papers had been circulated to HRPC for consideration and noting or approval outside 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 requests were received in relation to the papers indicated at 7.2 and 7.3 below. Where changes were made to these papers on request by members, these had been incorporated into the amended final versions that were filed with these Minutes.
- 7.2 The following documentation was received and noted by HRPC between its previous meeting on 25 June 2014 and its meeting on 24 September 2014:
- Equal Pay Report 2013-14 – HRPC * 1-5 (14-15)^[1]
 - Relocation Scheme – HRPC * 1-6 (14-15)
- 7.3 The following documentation was received, considered and approved by HRPC between its previous meeting on 25 June 2014 and its meeting on 24 September 2014:
- Proposed Changes to UCL Redeployment Procedures – HRPC * 1-7 (14-15);
 - Proposed reforms to UCL's probationary periods for academic staff, as part of the reform of the current induction and probation procedures – HRPC * 1-8 (14-15).

^[1] 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 is filed with these Minutes.

8 ANY OTHER BUSINESS

8A Senior academic staff representative required for Project Board to replace the current HR information system

Reported:

- 8A.1 The Director of HR reported that a Project Board had been established to oversee the replacement of the current HR information system, and that a senior academic staff representative was required to replace Professor Geraint Rees on the Board. Members of HRPC were invited to put themselves forward through notification to the Director of HR.

9 DATES OF MEETINGS 2014-15

Noted:

- 9.1 Dates of other meetings of HRPC in the 2014-15 session had been scheduled as follows:
- **Wednesday 7 January 2015, 8.30am**
 - **Wednesday 18 March 2015, 8.30am**
 - **Wednesday 24 June 2015, 8.30am**

GARY HAWES

Academic Support Officer (and Committee Operations Co-ordinator)

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