



People and Culture Committee

Wednesday 10 November 2021, 2pm - 4pm

Minutes

Present Members:

Dr Matthew Blain (Chair); Dr Tim Beasley-Murray; Ms Sara Collins; Ms Anna Cornelius; Professor Peter Fonagy; Mr Felipe Fouto; Professor Jennifer Hudson; Professor Martin Oliver; Professor Sasha Roseneil; Ms Fiona Ryland; Dr Jolene Skordis; Professor Anthony Smith; Professor Nigel Titchener-Hooker; Ms Tania Trosini; Ms Suzanne Tyrrell; Mr Martin Wedlake; Ms Donna Williamson; Professor Steve Wilson.

Apologies:

Ms Beth Beasant; Professor Adam Dennett; Professor Deborah Gill; Professor Paola Lettieri; Professor David Price; Professor Steven Vaughan

In attendance:

Dr Marion Atkinson; Mr Michael D Brown; Dr Sian Christina; Miss Donna Dalrymple; Mrs Kate Faxen; Mr Gearoid Garvey; Mrs Megan L Gerrie; Professor Graham Hart; Professor Charles M Marson; Ms Chloe Milano; Ms Lola Odusanya; Ms Lorren Rea; Professor Peter Scully; Ms Chen Zhong.

Officer(s):

Ms Hannah Swallow (Secretary)

Part I: Preliminary Business

1. Minutes (1-01)

- 1.1. People and Culture Committee approved the minutes of the meeting held by the former Human Resources Policy Committee on Wednesday 7 July 2021. There were no matters arising.

2. Terms of Reference and Membership

- 2.1. People and Culture Committee approved the Terms of Reference and Membership.

Part II: Strategic Items for Discussion

3. Confidential: Future of Work at UCL Listening Exercise (1-03)

- 3.1. Exempt from publication, please see confidential minutes.
- 3.2. Exempt from publication, please see confidential minutes.
- 3.3. Exempt from publication, please see confidential minutes.

4. Early Insights from the People Pulse Survey (1-04)

- 4.1. Mrs Kate Faxen, Head of Employee Experience provided an update a brief overview of the early insights from the People pulse survey. The following points were made during the presentation:
 - a. The survey was launched in June 2020 at the height of the pandemic to capture the immediate move to remote working. In August 2021, the survey was adapted to reflect the move to hybrid working. The full results are available to all staff via Tableau.
 - b. Key findings reported recently show that wellbeing has dropped, and lower mental health/wellbeing is being reported from disabled and academic/research staff.
 - c. The response rates for the survey have declined in recent months. In recent weeks, the survey has been completed by roughly 1000 staff members per week which is only 7% of UCL staff.
 - d. Mrs Kate Faxen asked the group to approve the following recommendations:
 - i. The need to improve response rates
 - ii. The planning team to take responsibility for interrogating the data
 - iii. A termly update to be provided to People and Culture Committee
 - iv. To work with policy teams to provide better guidance and better support for disabled staff at UCL
 - e. It was also noted that bullying is still being reported in the survey, in particular from disabled and academic staff.
- 4.2. The following points were raised in discussion:
 - a. Professor Sasha Roseneil advised that the EDI team are working towards updating the questions available about disability in the survey.
 - b. Ms Fiona Ryland endorsed more support for disabled staff. It was also raised that it may be beneficial to include more information with the survey on what is being done with the data. In addition, the reports of bullying need to be investigated and cannot be ignored.
 - c. Professor Sasha Roseneil asked if the disabled staff survey results could be fed into the disabled steering group as it needs to be ensured that action is taken from the findings.

- d. Professor Jennifer Hudson, Professor Peter Fonagy and Professor Martin Oliver all raised the question of whether the data could be considered to come from a representative sample and the need for more responses from a wider cross section of UCL. The possibility of completing a panel study was also raised by the committee.

4.3. People and Culture Committee approved the recommendations.

5. UCL Mandatory Training compliance (1-05)

5.1. Dr Sian Christina, Director of Organisational Development presented the paper which outlined a two-phase approach to driving higher completion rates for UCL Mandatory training. The following points were made during the presentation:

- a. ISD, Safety and organisational development are working together on the approach.
- b. An interim report will be created to understand completion rates across mandatory training. The data will be available from the last six months.
- c. The second phase will be to create a regular report for all mandatory training and to simplify the mandatory training system.
- d. The approach will consider existing staff and whether they are renewing their mandatory training, as well as considering whether all mandatory training is necessary for all staff and where changes can be made.
- e. The reports will be presented to PCC when they are available.

5.2. The following points were raised in discussion:

- a. Ms Fiona Ryland suggested that the data should be reported to the Health and Safety Committee.
- b. Dr Marion Atkinson asked whether the reports would show who had not completed rather than who has. Dr Sian Christina confirmed the reports would show who had not completed the mandatory training.
- c. Mrs Megan Gerrie raised the issue of the timeline for completion of training and whether this could be adjusted for different training courses.
- d. Professor Jennifer Hudson raised whether it would be possible for the learning pathways for mandatory training to align with the induction document.

5.3. People and Culture Committee approved the paper.

6. Positive Action and Inclusive Recruitment (1-06)

6.1.

6.2. Ms Lorren Rea, Head of Employment Policy presented the paper which introduces “A Guide to Positive Action and Inclusive Recruitment” to support recruiting managers in hiring a diverse workforce. The following points were made during the presentation:

- a. A working group has been working on the guidance with the aim to improve EDI rates across UCL, in particular in relation to BAME, disabled and female staff (particularly at grades 9 and 10). The working group is working towards a disability charter mark for UCL, investigating the way adverts are worded, where roles are advertised and how preference can be given to underrepresented groups at UCL.
- 6.3. The following points were raised in discussion:
- b. Professor Sasha Roseneil raised that clarification was required on the equality act and the definition of protected characteristics. In addition, the fair recruitment specialists are a small group, and the pool needs to be expanded for this to work effectively.
 - c. Professor Jennifer Hudson raised the challenges around shortlisting due to the way ROME works. It can be difficult to obtain the data required to include equality and diversity in the recruitment process.
 - d. Ms Fiona Ryland raised the need to reword job descriptions as they can put off people from applying, and whether it is appropriate to have a degree listed as essential for some roles.
 - e. Ms Donna Williamson raised that for the accelerate leadership scheme to work more effectively, there needs to be more grades 9 and 10 or could be extended to grade 8 roles.
 - f. Ms Lorren Rea raised that use of the internal advertisement route should be encouraged to retain UCL talent.
- 6.4. People and Culture Committee approved the guide.

7. Confidential: Supporting Research Staff at UCL (1-07)

- 7.1. Exempt from publication, please see confidential minutes.
- 7.2. Exempt from publication, please see confidential minutes.
- 7.3. Exempt from publication, please see confidential minutes.

8. Technical Staff Project (1-08)

- 8.1. Professor Nigel Titchener-Hooker, Technical Staff Project Senior Sponsor together with Mr Michael Brown and Professor Peter Scully outlined the progress against the UCL Technician Commitment Plan and proposed the approach for the next phase. The following points were made during the presentation:
 - a. The project outlines the strategy for the next 5 years, setting out the vision and to gain endorsement for the business case.
 - b. There is a large community of technicians across UCL which support 2000 researchers. There is currently a national shortage in technical skills and there is therefore the need to invest in the technical workforce.

- c. In 2019, a paper was presented to HRPC outlining the risks for failing to recruit and retain technical staff. From this, funding was approved to support a project manager on the project. The project aims to understand the technical workforce, technical pathways, career structure, develop communities of practice and how UCL can put in place measures to stabilise the technical teams.
 - d. Support was requested from the People and Culture Committee for the sustainable technical support strategy.
- 8.2. The following points were raised in discussion:
- a. Dr Matthew Blain advised that although the group could endorse the request for funding, it cannot approve the funding itself.
- 8.3. People and Culture Committee approved the plan and endorsed the funding request.

9. Review of the Procedure for Making Honorary Appointments (1-09)

- 9.1. Professor Graham Hart, Co-Director of UCL Health of the Public presented the review of procedures for making honorary appointments. The following points were made during the presentation:
- a. Professor Graham Hart chairs a task and finish group on the appointment of honoraries.
 - b. There is huge variability across UCL in how contributions from honoraries are monitored.
 - c. The review advises that applications for honorary professors should be reviewed at cognate faculty level.
 - d. Honorary appointments should be made for three years and then reviewed. The appointment can then be renewed if appropriate.
 - e. The work aims to ensure that faculties have complete oversight of honorary appointment and the contribution they are making at UCL.
- 9.2. The following points were raised in discussion:
- a. Professor Graham Hart raised that due diligence should be taken with all appointments.
 - b. Professor Anthony Smith asked if this was only in relation to non-remunerated roles. Professor Graham Hart confirmed this was the case.
- 9.3. People and Culture Committee approved the paper.

Hannah Swallow
November 2021