



## People and Culture Committee

Wednesday 13 July 2022, 2.00pm – 3.45pm

### Minutes

#### **Present Members:**

Miss Donna Dalrymple (Chair); Ms Georgina Cade Mr Paul Clark; Ms Sara Collins; Professor Adam Dennett; Professor Peter Fonagy; Mr Felipe Fouto; Professor Jennifer Hudson; Ms Fiona Naughton; Professor Martin Oliver; Professor Geraint Rees; Ms Fiona Ryland; Dr Jolene Skordis; Ms Tania Trosini; Mr Martin Wedlake; Ms Donna Williamson; Professor Steve Wilson; Professor Steven Vaughan

#### **Apologies:**

Professor Kathleen Armour; Ms Beth Beasant; Dr Tim Beasley-Murray; Ms Andie Bennett; Mr Max Hill; Professor Jennifer Hudson; Professor Paola Lettieri; Ms Aloma Onyemah; Professor Joleen Skordis

#### **In attendance:**

Ms Kate Brooks; Dr Sian Christina; Ms Angela Clark; Ms Loleta Fahad; Mrs Kate Faxen; Mrs Megan Gerrie; Mrs Sarah Henderson; Ms Juliet Lambe; Mr Charles Marson; Miss Shelley McPherson; Ms Chloe Milano; Ms Lorren Rea; Mr Mark Rice; Ms Claire Rowlinson; Ms Joanna Ryan; Professor Peter Scully; Mr Grant Skinner; Ms Catherine Stow Ms Donna Swann; Ms Emma Todd; Ms Laura Tomson; Mrs Teresa Williams

#### **Officer:**

Ms Hannah Swallow (Secretary)

### **Part I: Preliminary Business**

#### **21. Minutes (3-01)**

21.1. People and Culture Committee approved the minutes of the meeting held by the People and Culture Committee on Wednesday 16 March 2022. There were no matters arising.

## **Part II: Strategic Items for Discussion**

### **22. Confidential: My UCL Experience – staff survey actions (3-02)**

- 22.1. Exempt from publication, please see confidential minutes.
- 22.2. Exempt from publication, please see confidential minutes.
- 22.3. Exempt from publication, please see confidential minutes.

### **23. The Future of Work at UCL – New Hybrid Working Guidance and implementing the new arrangements (3-03)**

- 23.1. Mr Charles Marson, Head of HR delivered an update on the new hybrid working guidance and implementation. The following points were made during the presentation:
  - a. It was confirmed that the updated working guidance will be communicated to staff by the end of July 2022.
  - b. It was explained that in the coming weeks teams will be encouraged to have conversations to decide upon their own approach to the guidance.
- 23.2. The following points were raised in discussion:
  - a. It was requested that there needs to be some further clarification as to how this guidance applies to research staff.
  - b. There were questions raised as to whether there would need to be a local record of arrangements. It was confirmed that local records should be made but a central record was not necessarily required.
  - c. It was raised that there needs to be consideration of staff who are always required on site and a need for their communications to have an appropriate tone.
  - d. There were some questions raised over core hours and the need for this to be reflected in the policy. It was confirmed that this can be looked at.
- 23.3. People and Culture Committee noted the update and will await metrics at the next meeting.

### **24. Mandatory EDI Training**

- 24.1. Mrs Teresa Williams, Acting Head of EDI Operations presented an update on the mandatory EDI training. The following points were made during the presentation:
  - a. Equality and Diversity Inclusion team are working with Organisational Development to create a new bespoke training for UCL to replace the current version.
  - b. The initial version of the training will be for all job roles, but it is planned that there will be specific training modules for particular roles across UCL.

24.2. The following points were raised in discussion:

- a. There were no comments on the update.

24.3. People and Culture Committee received the update.

**25. Amendment to the Probation of PGTAs (3-07)**

25.1. Ms Laura Tomson, Employment Policy Manager provided an update on the actions arising from the continuous improvement PGTA project. The following points were made during the presentation:

- a. It was confirmed that departments have provided feedback on the continuous improvement project. This has led to the amendments which were summarised in the accompanying paper.
- b. The committee was asked to note the additional appendix which reflects the updates.

25.2. The following points were raised in discussion:

- a. There were no comments raised.

25.3. People and Culture Committee noted and agreed to the updated appendix.

**26. Launch of Talentlink – New End to End Recruitment System for UCL (3-05)**

26.1. Ms Angela Clark, Head of Recruitment presented an overview of the new recruitment system. The following points were made during the presentation:

- a. It was explained that the new recruitment system should offer an end-to-end process for recruitment at UCL.
- b. The system should work together with policies and staff should be able to intuitively use the system. It should reduce time to hire staff and allow UCL to access recruitment data easily.

26.2. The following points were raised in discussion:

- a. The new system was welcomed by the committee.
- b. It was asked whether it was possible to delegate tasks to different staff. It was confirmed that this would be possible. Administrative tasks can be done by other team members and not just the line manager or hiring manager.
- c. It was asked whether there would be a support system for the system. It was confirmed that there would be.

26.3. People and Culture Committee received and welcomed the overview of the new system.

**27. Management Essentials Programme (3-06)**

27.1. Ms Catherine Stow, Head of Organisational Culture and Change outlined the need for the Management essentials programme, provided an explanation on what the programme is for and how it meets UCL needs. The following points were made during the presentation:

- a. The management essentials programme is a management development programme made up of blended learning.
- b. From November 2022, the online programme will be available and then in December 2022, a blended pilot programme will be available.

27.2. The following points were raised in discussion:

- a. It was asked how engagement with the programme would be encouraged. The team will be working with faculties/line managers/central induction team to ensure all new line managers are aware and encouraged to participate.
- b. It was raised that the programme would also need to include those who may not necessarily consider themselves managers such as those in research.
- c. There were some concerns raised over the scalability of the programme and how many people would be able to access it. It was agreed that this is something that needs to be worked on in relation to the live elements of the programme. The bulk of the programme is delivered as a digital product and can meet the demand.
- d. It was asked whether it could be embedded into the induction for new managers. This was considered to be possible and could be discussed further outside of the committee.

27.3. People and Culture Committee received the update and requested further feedback at a future meeting from the soft launch of the programme.

**28. Review of Internal recruitment pilot scheme for professional services roles (3-04)**

28.1. Ms Lorren Rea, Head of Employment Policy presented the review of internal recruitment pilot scheme which was launched in August 2021. The following points were made during the presentation:

- a. The pilot partially achieved an improvement in the representation of women in senior roles and an improvement in representation of BAME staff in senior roles.
- b. It was explained that the scheme was potentially underutilised, and a survey should be run to find out why it was not more widely used.

28.2. The following points were raised in discussion:

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- a. It was asked whether internal recruitment would happen first by default. It was confirmed that this is only the case for re-deployment candidates and other internal candidates would need to use this scheme which would need to be selected by the recruiting line manager. Redeployees are offered the job for five days; the internal recruitment would then take place for a further 2 weeks or there is the option to go straight to external after redeployees.
- b. It was raised that it may be beneficial for it to continue as a pilot in the new recruitment system.
- c. There were some concerns raised over internally recruiting and EDI.

28.3 People and Culture Committee requested that the scheme continues as a pilot for both professional service and academic roles and further feedback be brought back to the committee next academic year.

Hannah Swallow  
July 2022