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## HUMAN RESOURCES POLICY COMMITTEE

Wednesday 26 March 2014

### MINUTES

*Present:*

Professor Michael Arthur (Chair)  
Professor Stephen Caddick  
Professor Richard Catlow  
Professor Mary Collins  
Professor Anthony Finkelstein  
Professor Mary Fulbrook  
Professor Dame Hazel Genn  
Mr Phil Harding  
Professor Graham Hart  
Mr Rex Knight  
Professor David Lomas  
Professor David Price  
Professor Anthony Smith  
Professor Sir John Tooke

*Key to abbreviations*

CALT	Centre for the Advancement of Learning and Teaching
HEA	Higher Education Academy
HRPC	Human Resources Policy Committee
IoE	Institute of Education
JCNG	Joint Consultative and Negotiating Group
PGTA	Postgraduate Teaching Assistant
QAA	Quality Assurance Agency
TLHPE	Postgraduate Certificate in Teaching and Learning in Higher and Professional Education

#### 15 MINUTES OF 15 JANUARY 2014 MEETING

*Confirmed:*

15.1 The Minutes of the previous meeting of HRPC held on 15 January 2014 [*HRPC Mins.10-14, 15.1.14*].

#### 16 MATTERS ARISING

16.1 There were no matters arising from the previous meeting's Minutes.

**17 UCL ARENA PROGRAMME**

***Received:***

17.1 The report at HRPC 3-1 (13-14), introduced by the Director of CALT.

***Reported:***

17.2 From September 2014, the UCL Arena programme would provide an inclusive and

- While resources were in place for the start-up of the programme, it might be necessary to review these at the end of the first or second year.

**Discussion:**

17.6 HRPC welcomed and supported the proposed introduction of the UCL Arena programme, including:

- The introduction of UCL Arena One for PGTAs and mandating the attendance of PGTAs at Gateway Workshops and the requirement for faculties/departments to provide appropriate additional support for PGTAs (see Minute 17.3 above);
- The minor change to UCL's existing Induction and Probation Policy proposed at Appendix 2 of HRPC 3-1 (13-14) to describe the Academic Practice Pathway option provided by UCL Arena Two alongside the existing TLHPE programme option;
- The promotion of the UCL Arena Open programme to all UCL staff and endorsement of the opportunity that it would provide for colleagues who were leaders in education-related roles to gain reward and recognition for their successful leadership practice through a HEA Senior Fellowship.

17.7 It was agreed that it would be important to champion and promote the UCL Arena programme to achieve buy-in from UCL faculties and departments and to ensure that information on the programme and its developmental opportunities was cascaded down to all staff. To this end, it was proposed that Faculty Head of Department meetings (or other Faculty 'roadshow' type events) could be used to help to disseminate information on the programme and facilitate discipline-specific feedback. Other fora and media for introducing and promoting the programme to staff could also include the Provost's Learning and Teaching Taskforce meetings, *The Week @UCL*, and the Introduction to UCL staff induction programme.

17.8 Other points raised during discussion included the following:

- A number of UCL departments had already developed initial training workshops for PGTAs. In these instances, there would need to be a dialogue between CALT colleagues and these areas around the complementarity of these programmes with UCL Arena One.
- It would be important to ensure that opportunities for involvement in the UCL Arena programme were extended to clinical staff and external professionals who were involved in delivering and supporting teaching on UCL programmes and that the programme was flexible in providing pathways/opportunities for these staff.
- There would be opportunities to link the UCL Arena programme with UCL's staff appraisal and promotion processes. The programme might also be useful for helping to inform criteria around the different levels of teaching that were linked to academic staff promotion.

## **18 PERFORMANCE, DEVELOPMENT AND CAREER PLANNING FRAMEWORK**

**Received:**

18.1 The discussion paper at HRPC 3-2 (13-14), introduced by the Director, Policy and Planning, Human Resources.

**Reported:**

18.2 The paper at HRPC 3-2 (13-14) invited the initial views of HRPC on a proposed performance, development and career planning framework for UCL staff which would

be aimed at assisting managers and staff across UCL to have meaningful, focused discussions around performance, personal development and career planning.

18.3 The paper proposed initial discussion on the following possible elements that might make up such a framework:

- A revised staff appraisal process
- A new career pathways framework
- A core behaviours framework
- Performance ratings and links to reward
- Other perceived 'pain points' in the current performance management and staff development processes at UCL which need to be addressed.

18.4 Feedback from members of HRPC would be used to inform a more detailed proposal for consideration by HRPC at its next scheduled meeting in July 2014. Although no timescales were currently envisaged, there would also be the opportunity for wider staff consultation on the proposals within UCL in due course

***Discussion:***

18.5 While a number of different views were expressed during discussion, there was general agreement that:

- It would be necessary in the first instance to discuss and address issues around policy and process in relation to staff appraisal and performance management before focusing on the specifics of content. This would include discussions around the expected role of Heads of Department and other senior managers in staff appraisal and performance management, along with training and support requirements for this;
- The development of a staff performance, development and career planning framework would involve a significant agenda of work which would need to be implemented in phases;
- There should be a requirement of annual appraisal for all staff as a basis for transparent and consensual discussion and review around objective setting and performance;
- Use of the option for 360 degree appraisal should be further explored, as should the option for introducing a more performance-related approach for staff on Grades 1-9 (although there was no support for introducing performance ratings or linking performance to pay);
- It might be helpful to assign a working group to consider issues around the current staff appraisal process;
- There should be further discussions around addressing the perceived lack of career progression pathways for professional support staff.

***RESOLVED:***

18.6 That members of HRPC be invited to submit their further views and comments on discussion paper at [HRPC 3-2 \(13-14\)](#) to the Director of HR outside the meeting.

***ACTION: HRPC members***

## **19 INTERNSHIP AND SICKNESS ABSENCE POLICY**

***Received:***

19.1 The report at HRPC 3-3jEa

**Reported:**

- 19.2 Proposed revisions to UCL's Sickness Absence Policy and Internship Policy had been the subject of consultation with the JCNG over the course of a series of meetings held between November 2013 and March 2014. Proposed revisions to the Sickness Absence Policy had also been subject to full staff consultation, while proposed changes to the Internship Policy had been subject to limited consultation with UCL Heads of Department. Full details of this consultation, including a summary of staff feedback and responses to this, were set out at [HRPC 3-3 \(13-14\)](#). 5 BDC /TT1 1fson73n0.02  
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professors between bands. However, these findings took account of base academic salaries excluding market supplements and allowances as the main indicator of equal pay. When total academic salaries inclusive of market supplements and allowances were taken into account, this gap was more substantial (9.1% rather than 6%), although this had decreased from the 2012 figure of 9.8%.

- 20.5 While there would be the option of eliminating the overall gender pay gap across the different professorial bands, it was not recommended to do this in one move. Instead, the recommended option would be for Deans to seek to address genuine

**22 DATE OF NEXT MEETING**

***Noted:***

22.1 The next meeting of HRPC in the current session was scheduled as follows:

Wednesday 9 July 2014, 8:30am, South Wing G12 Council Room

***[Secretary's note: this meeting was subsequently rescheduled for Wednesday 25 June at 8.15am]***

GARY HAWES

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