

**UNIVERSITY OF DUBLIN
TRINITY COLLEGE
HUMAN RESOURCES COMMITTEE**

The Human Resources Committee met on Wednesday 26th November 2014 at 11am in the Board Room, House 1.

PRESENT: Mr Dermot Frost (Chair), Professor Sylvia Draper (Board nominee), Ms Louise Ryan (Financial Services Division), Mr Domhnall Mc Glacken-Byrne (Student Union President), Professor Gillian Martin (Senior Lecturer), Professor David Ditchburn (Head of School of Histories and Humanities), Professor Eoin O'Sullivan (Head of School of Social Work and Social Policy), Ms Patricia Callaghan (Academic Secretary), Mr Peter Donohoe, BMG (External Representative), Ms Sinead Mac Bride (Equality Committee Representative), Mr Sean O'Driscoll (Interim Director of Human Resources) and Ms. Aveen Batt (Deputy Director of Human Resources).

APOLOGIES: Professor Linda Hogan (Vice-Provost/Chief Academic Officer) and Professor Clive Williams (Dean of Faculty of Engineering, Mathematics and Science)

IN ATTENDANCE: Ms Geraldine Ruane (Interim Chief Operating Officer) for Agenda Items A3.1, A3.2 and Ms Joanne Smith (Human Resources)

Items for specific Board attention are denoted XXX

XXX HRC/14-15/1 Minutes of last Meeting

The minutes of the meeting held on 24 April 2014 were approved and signed.

HRC/14-15/2 Matters Arising from the Minutes

No matters arising from the minutes.

HRC/14-15/3 Interim Director of Human Resources Report

START

The Interim Director of HR reported to the Committee on the implementation of the START recommendations including the embedding of the new HR organisational structure, confirming that all strategic appointments at management level are now in place with the exception of the Head of Change Capability who will commence in early December. Phase two of the START process will be to develop HR as a function by making it more effective to the College Community. Whilst START as an entity has now terminated, HR are committed to proactively delivering ongoing improvements to the service they provide.

HR Strategy: Excelling Together

The Interim Director of HR advised the Committee that HR are currently reviewing the HR Strategy, Excelling Together to align it with the new College Strategic Plan 2014 2019.

ACTION: Interim Director of HR to present the updated HR Strategy to the HR Committee meeting in February 2015.

HR Key Deliverables 2014/2015

The Interim Director of HR outlined the key deliverables for HR over the coming academic year including:

- Query Handling Project – to improve the management of queries received by HR and to provide a one stop shop for all queries.
- Customer Charter – HR plan to develop a Customer Charter to provide clarity of expectation for customers and to ensure best practice.
- Talent Management – development of a talent management strategy with key components to include Resourcing, PMDS, Tenure Track and Job Evaluation and Assessment.
- Resourcing – continuous improvement within the resourcing team and embedding of the START recommendations. The SFI recruitment campaign was highlighted as a success and there is confidence that College will secure some world leaders.
- Continuous drive for transformation and cost saving will be at the forefront of the deliverables for the year.
- Casual payroll – to review all of the components within the casual payroll, review the appointment and payment processes, providing recommendations to address current risks and issues.

Academic Career Progression

The Interim Director of HR advised the Committee that a project team has been developed to investigate the options for tenure track and work is currently ongoing with Faculty Deans to provide clarity around tenure track.

The committee highlighted the potential risk in a process where progression is weighted towards research achievements to the detriment of additional teaching or administrative duties, as this proves problematic for Heads of School.

The Interim Director of HR advised that the project team are aware of this concern and are considering all of these factors.

Casual Payroll

The Interim Director of HR advised the Committee that HR is currently reviewing the Casual payroll and that formal proposals will be brought to the committee's attention in February 2015.

The nature of payment arrangements for Casual-pay staff is a source of concern for College and a proposal to streamline the process will assist with governance as well as enhancing the approach to the processing of claims.

A question was raised on the commitment College has to Staff who are engaged through the casual payroll for a number of years and are no longer required. The Interim Director of HR advised that this aspect would be addressed within the project and that employment-related documentation (letter of engagement) would be proposed within the terms of the project.

The committee requested an update in relation to the possibility of accessing personnel records of staff that report to them through a portal environment. The Deputy Director of HR advised that HR are currently engaged with ISS in developing a bespoke SharePoint system (similar to UCD) to allow improved access for line managers.

ACTION: HR to engage with the College Solicitor/Information Compliance Officer to ensure any software developed is suitable from a legal perspective and in line with the data protection policy.

ECF Core Headcount Report

The Deputy Director of HR reported that the 2014 College headcount ceiling under the employment control framework is 1656 FTE. At the end of October 2014, the current position is 1662 FTE. The additional FTE above target are attributed to the Corporate Services Division and marginally in the Financial Services Division. The Deputy Director of HR expressed confidence that the College will meet the required target in December 2014.

XXX HRC/14-15/4 Policy on Signed Contracts of Employment

The Interim Director of HR reported to the committee on a new policy on Signed Contracts of Employment. This is an audit requirement highlighted by the C&AG in its recent audit of Human Resources. HR have developed a policy to manage situations where a signed contract of employment is not in place before a new staff member is set up on the payroll system. This policy is effective immediately for all new employees. The policy does not currently apply to casual staff.

It was noted that research staff may be appointed at Faculty level. These staff will now require a contract to be signed in advance of commencing employment. To facilitate this change in procedure, the effective date for implementation of this policy for research staff is 1st April 2015.

The committee reviewed and approved the policy.

Further to discussion on this item, a query was raised regarding potential access to confidential data by casual staff and the presence of a confidentiality clause within contracts.

ACTION: Deputy Director of HR to consult with the contracts section in HR to ensure a Confidentiality clause is included in all contracts of employment.

Composition of Selection Committees and Role of the Recruitment Officer

The Deputy Director of HR reported to the Committee on the proposal to re-engineer the recruitment process in order to improve processes to better support the needs of the university following the START review and recommendations.

Composition of Selection Committees

The Committee were asked to approve proposed changes to the selection committee's composition; to extend the pilot across all areas in College; and subject to no issues emerging from the extension of the Pilot, to formally incorporate the revised process into the Recruitment Procedures for ratification by the HR Committee in February 2015.

The committee were broadly in favour of the proposed changes to the selection committees and welcomed the flexibility.

A question was raised regarding the inclusion of additional members on the selection committee if required. The Deputy Director of HR confirmed the outlined proposal was the minimum requirement and additional members may join the selection committee if their expertise is required. The committee expressed the importance of having an external assessor on a selection committee irrespective of contract duration, however it was noted that sourcing an external assessor can prove difficult. The optional requirement was welcomed.

The committee asked for clarity on composition of selection committees as to which roles are essential and which are optional.

The committee agreed to extend the pilot across all areas of college subject to clear guidelines being provided.

ACTION: Deputy Director of HR to update the layout of the guidelines for the composition of a selection committee to provide clarity on the essential, optional and minimum requirements.

Role of the Recruitment Officer

The Deputy Director of HR reported to the committee on a recommended change by START to the role of the Recruitment Officer (R.O.) on selection committees.

The committee were requested to approve:

- (i) the full implementation of the changes to the role of the R.O. across all vacancies in CSD, FSD and ASD for vacancies up to and including AO1 grade positions.
- (ii) extension of the pilot to a wider range of academic and administrative vacancies within the Faculties.

The Committee discussed this proposal and a number of comments were raised including

limitation of resources at School level, confidentiality, recruitment timelines, and the importance of the recruitment process in the College.

The Deputy Director provided the following information: the Hiring Lead may nominate a note-taker to attend the interviews if required; and that it is a legal requirement to retain a formal record of the interview process.

The committee agreed to proceed with the pilot in the Faculties, requesting that staff at Administrative Officer grades would be briefed on the proposal. The committee highlighted the importance of sourcing a good representation to participate in the pilot to ensure a full range of feedback both positive and negative from the three Faculties.

Feedback on the extended pilot will be brought back to the HR Committee in February 2015.

ACTION:

The Faculty Deans to nominate appropriate posts to participate in the pilot, informing the hiring managers of the feedback that will be required.

The Academic Secretary agreed to raise this proposal at the next School Administrator meeting in December.

Deputy Director of HR to identify other Administrative groups that may need to be informed and prepare a paper to be brought to a School Administrator meeting.

XXX HRC/14-15/6 Implementation of Circular – Revised Sick Leave Arrangements

The Interim Director of HR reported to the committee on the implementation of the National revised Sick Leave Arrangements effective from 1st September 2014 arising from the circular from the Department of Education and Skills.

The committee approved the new Sick Leave Regulations policy.

HRC/14-15/7 PMDS

The Interim Director of HR provided the committee with an update in relation to PMDS for college. A working group has been established to develop a suitable PMDS process and a paper will be brought forward to HR committee in February 2015.

The Interim Director of HR requested volunteers from the HR committee to join a sub group to participate in the establishment and implementation of a successful PMDS process.

ACTION: The Academic Secretary, Deputy CFO, Head of School of Histories and Humanities and Head of School of Social Work and Social Policy volunteered to join this Sub Group.

HRC/14-15/8 Promotions Call 2014/2015 – All Groups

The Interim Director of HR presented a memo in relation to the Junior Academic Progressions Policy requesting the Committee’s approval to run the Junior Academic Progressions 2014/2015 in line with career milestones.

The committee agreed to this derogation to the Junior Academic Progressions Policy as proposed in the memo.

The Interim Director of HR advised the Committee that promotions for Administrative and Support Staff are expected to proceed this academic year noting the importance of proceeding with promotions for these groups of staff. The Committee requested that the quotas for promotion within these grades are published from the outset similar to the academic promotions.

ACTION: When the quota for promotion within the Administrative and Support grades is agreed by board, Human Resources to publish accordingly.

HRC/14-15/9 Amendment to the Senior Academic Promotions Committee Procedure

The Interim Director of HR asked the Committee to note the approval by Council on 19th November 2014, of the inclusion of two changes to the Senior Academic Promotions Committee procedures. This policy was revised and approved earlier this year, but two omissions occurred at that time. This policy will be amended to include the two omissions.

The Committee noted the changes.

XXX HRC/14-15/10 Change to Committee Membership

The committee noted the changes to the following Committees:

- Human Resources Committee
- Administrative and Library Staff Review Committee
- Secretarial and Executive Officer Review Committee

HRC/14-15/11 Equality Committee

On behalf of the Equality Committee, a representative of that group informed the Committee that in line with the College Strategic Plan, there is a target to increase the number of staff with a disability. The current position is 3% of total staff. The Equality Office will engage with HR to meet this objective outlined in the Strategic Plan.

HRC/14-15/12 Any Other Business

The Committee expressed their thanks to the former Director of HR, Tony Mc Mahon.

HRC/14-15/ Date of Next Meeting

The next meeting of the Human Resources Committee will be 5th February 2015

SIGNED:

DATE: