



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

**Trinity College Dublin
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Draft Minutes of the Human Resources Committee

**Thursday, 25th May 2017 at 10.00am – 12noon
Board Room, House 1, College Campus**

- PRESENT:** Prof. Richard Timoney (Chair), Prof. David Ditchburn (Head of School of Histories and Humanities), Prof. Eoin O’Sullivan (Head of School of Social Work and Social Policy), Ms. Orla Sheehan (Vice Provost / Chief Academic Officer’s nominee), Ms. Sinead Mac Bride (Equality Committee Representative), Mr. Kieran Mc Nulty (Student Union President) and Mr. Peter Donohoe (External Representative)
- APOLOGIES:** Prof. Gillian Martin (Senior Lecturer), Ms. Stephanie Farrell (Board nominee), Ms. Patricia Callaghan (Academic Secretary) and Ms. Paula Kennedy-Hogan (Deputy Director of Human Resources)
- IN ATTENDANCE:** Ms. Kate Malone (Director of Human Resources) for items 33 – 37
Prof. Vinny Cahill (Dean of Faculty of Engineering, Mathematics and Science) for items 33 – 37
Ms. Aine Mulcahy (Chief Financial Officer’s nominee) for items 33 – 37
Mr. Philip Coffey (HR Partner for the Academic Services Division) for item 36
Ms. Grainne Donohue (Hay Group Consultant) for item 37
Ms. Gwen Turner (Manager of Workforce Planning and Talent Metrics) for item 37
Ms. Aoife Crawford (Equality Officer) for item 38
Dr. Sabina Brennan (Chair of the Age-Friendly Trinity Working Group) for item 38
Ms. Cora Mullins (Human Resources) for all items

Items for specific Board attention are denoted XXX

Section A

HRC/16-17/33

Minutes of Last Meeting

The minutes of the 13th April 2017 meeting were approved and signed.

HRC/16-17/34

Matters Arising from the Minutes

The Chair advised that the Absence Management Policy with the amendment to the 'Responsibilities of Managers' section went to Board for approval but was rejected. HR will amend wording in the policy in line with recommendations from members of the Board committee. The amended policy will then be presented at a future meeting of Board for further consideration and subsequent approval.

HRC/16-17/35

Director of Human Resources Report

The Director of HR reported the following updates:

1. Overview of Key Priorities for 2016/2017

- The review of promotions and the additional call are both concluded. The initial policy has been drafted and is likely to be in place by October 2017.
- The Heads of School Role, Responsibilities & Support Structures were approved by the Executive Officers Group. It went to the Heads of Schools meeting in March 2017 and was approved except for the selection criteria element which will be further reviewed.
- The Recruitment Service & Process Improvement is ongoing with many processes already streamlined.
- The Feedback for Performance Pilot is ongoing in HR and is soon to be rolled out to the Academic Registry and the Science Gallery.
- The Ussher Support & Development Programme is ongoing and running successfully to date.
- The Mentoring Programme has just concluded for 2017 and will run again in January 2018.
- The pilot programme on IT training for administrative staff, is ongoing in the CSD. The reports on Lynda.com show high usage and uptake.
- The statutory instrument for the Model Pension Scheme went through and is awaiting sign off from the Minister.
- The Development of Workforce Planning Tool will be rolled out to the School's on a pilot basis.

2. Additional Initiatives Delivered in 2016/2017

- The Job Evaluation Framework proposal is complete and the next steps are as set out in the proposal to the committee.
- The Learning Needs Analysis exercise is complete and a learning catalogue has been developed.
- The YourHR Series is ongoing and feedback on sessions is positive.
- The HR Support for Researchers is due to be rolled out in 2017/2018.

- The Peer-to-Peer Mediation Service is now in place and several staff have successfully completed mediator training to support the service.
- The HR Service Level Agreements and Service Catalogues are complete and will be made available to view on the HR website.

3. Key Priorities for 2017/2018

The key HR priorities for 2017/2018 were identified as follows:

- The CoreHR system upgrade will be implemented while day-to-day operations continue.
- End-to-end process improvements will continue.
- The Heads of School Programme will be implemented for those commencing their tenure.
- A Women in Leadership Programme will be developed and implemented in consultation with WiSER.
- Employee learning catalogues will be developed and launched
- The online learning tool, Lynda.com will be rolled out further
- The HR Research Support Programme will be implemented
- A Feedback for Performance Policy will be developed and launched further across the University

Section B

HRC/16-17/36

Mentoring & Career Development Programme

The HR Partner for the Academic Services Division presented the key findings from the end of programme report on the Mentoring & Career Development Programme for Administrative and Support Staff. It was noted that participation levels increased from 28 mentor/mentee partnerships in 2015/2016 to 110 partnerships in 2016/2017. The programme is cost effective as initial training is provided internally. A booklet has been developed for the 2017/2018 programme. There is also scope to extend the programme to the academic staff whose roles change to encompass administrative and managerial elements.

XXX HRC/16-17/37

Update on Job Evaluation for Professional Staff

The Hay Group Consultant in conjunction with the Manager of Workforce Planning and Talent Metrics presented an update on the Job Evaluation Framework for Professional Staff. The three basic premises of job evaluation were explained and the link between job evaluation to grading structure using the Hay scoring method was described. The proposal to split the Executive Officer and Administrative Officer 1 Grade were noted as was the proposed abolition of the Senior Executive Officer Grade. The committee were advised that the next steps required for implementation are as follows:

1. Consultation with Trade Unions

A meeting with the Trade Unions on the proposed Job Evaluation Framework recently took place and initial feedback on the proposal is expected on 30th May 2017 when a second meeting is scheduled.

2. Approval from Department of Education and Skills

Authorisation for job evaluation exercises in respect of library, clerical, administrative and support grades will be sought from the Department of Education and Skills.

3. Training on Job Evaluation Process

HR staff and Role Grading Committee members are to be trained on the Hay methodology for role evaluation.

It is anticipated that the Job Evaluation process will be implemented in October 2017 for 2017/18, subject to agreement with the Trade Unions and authorisation from the Department of Education and Skills

ACTION: The committee noted the updates to the proposal on the Job Evaluation for Professional Staff. HR will further update the proposal to note that any Manager that requests for a role to be evaluated should first consult with the current incumbent and advise them of the possibilities for the role arising from the evaluation.

HRC/16-17/38

Ten Principles of an Age-Friendly University in Trinity

The Chair of the Age-Friendly Trinity Working Group and the Equality Officer advised that the Provost had signed the University up to the Ten Principles of an Age-Friendly University. The committee were presented with a document setting out the ten principles and a discussion ensued on ideas and ways the Age-Friendly Trinity Working Group and the HR Committee could work together. It is envisaged that a launch will take place in September 2017 to announce the adaptation of the ten principles.

ACTION: The Deputy Director of HR, the Chair of the Age-Friendly Trinity Working Group and the Equality Officer will meet to discuss what is already in place and what can be done to further encompass the Ten Principles of an Age-Friendly University in Trinity.

HRC/16-17/39

Boardpad

The committee was advised of the intention for Boardpad to be introduced going forward from the next meeting in October 2017.

ACTION: HR will e-mail the committee to determine who is already registered for Boardpad, who needs to be registered and what technology requirements are needed by the respective members.

HRC/16-17/40

Any Other Business

The HR Committee membership was discussed in the light of a document circulated before the meeting. The following proposed amendments were suggested:

1. Increase the current two Heads of School to three in total to include one Head of School from each of the three Faculties
2. The President of the Student's Union and the President of the Graduate Students Union could share a seat and alternate their attendance
3. An expression of interest to appoint a self-nominated member could be considered which would involve an evaluation of applicants by the committee and subsequent approval from the Registrar and the Provost
4. A Research Staff representative could be considered to represent the research community in the University
5. A nominee from the CSD could be considered
6. A Dean from one Faculty and two Heads of School, each from a different Faculty to ensure that each faculty is represented

ACTION: The Chair of the committee bring a document on proposed amendments to the HR Committee to the Registrar for consideration and discussion on what changes may be possible and how they may be achieved.

It was noted that Prof. David Ditchburn's tenure as Head of School of Histories and Humanities is ending and thus, he will be stepping down from the committee.

ACTION: HR and the Chair will make the necessary arrangements to replace this seat on the committee.

It was suggested that the function and purpose of the committee be discussed as an agenda item at the next meeting in October 2017.

ACTION: HR will arrange for this to be added to the agenda for the October 2017 meeting.

HRC/16-17/41

Date of Next Meeting

The next meeting of the Human Resources Committee is scheduled for Thursday, 19th October 2017 from 10am – 12.00pm in the Board Room, House 1.

Section C

HRC/16-17/42

Items for Noting

It was noted that the schedule of meetings for 2017 / 2018 is as follows:

Thursday, 19th October 2017 at 10am in the Board Room, House 1

Thursday, 18th January 2018 at 10am in the Board Room, House 1

Thursday, 12th April 2018 at 10am in the Board Room, House 1

Thursday, 24th May 2018 at 10am in the Board Room, House 1

ACTION:

HR will e-mail the schedule of meetings for 2017 / 2018 to the committee.

Signed:

Date: