



**Trinity College Dublin  
The University of Dublin**

**Minutes of the Human Resources Committee**

**Thursday, 6<sup>th</sup> February 2020, 11.15am to 1pm**

**Trinity Board Room, Trinity Business School**

**PRESENT:**

Prof. Deirdre Ahern (Chair)  
Ms. Antoinette Quinn (Director of Human Resources)  
Ms. Aine Mulcahy (Chief Financial Officer's nominee)  
Ms. Patricia Callaghan (Academic Secretary)  
Mr. Michael Slevin (Vice Provost / Chief Academic Officer's nominee)  
Ms. Breda Walls (nominee of the Chief Operating Officer)  
Prof. Robert Armstrong (nominee of the Dean of the Faculty of Arts, Humanities and Social Sciences)  
Prof. Gareth Brady (nominee of the Dean of the Faculty of Health Sciences)  
Mr. Peter Donohoe (External Representative)  
Ms. Shaz Oye (Graduate Students Union President)

**APOLOGIES:**

Ms. Stephanie Farrell (Board nominee)  
Prof. Celia Holland, (nominee of the Dean of the Faculty of Engineering, Mathematics and Sciences)  
Ms. Victoria Butler (Equality Committee Representative)  
Prof. Kevin Mitchell (Senior Lecturer)

**IN ATTENDANCE:**

Ms. Paula Kennedy-Hogan (Deputy Director of Human Resources) for all items  
Ms. Cora Mullins (Human Resources) for all items

**Items for specific Board attention are denoted XXX**

**Section A**

**HRC/19-20/09**

**Minutes of Last Meeting**

The minutes of 1<sup>st</sup> October 2019, as amended and the minutes of 18<sup>th</sup> November 2019 meetings were signed by the Chair.

**HRC/19-20/10**

**Matters Arising from the Minutes**

The Committee was informed that the query on the prospect of conversion of academic staff on Contracts of Indefinite Duration (COID)

to permanent contracts is still being considered by an external legal firm.

The legal firm has provided advice on the possibility of facilitating research staff to engage in teaching in very limited circumstances. This advice needs to be considered within the context of the IUA Research Career Development and Framework document which emphasises a focus on providing opportunities and skills to researchers to progress their careers.

**ACTION: The Committee will be kept updated on the progress of both matters.**

The Director of Human Resources indicated that there were currently no plans to do another call for Usher's in response to the query raised at the last meeting of the Committee.

The Vice Provost / Chief Academic Officer's nominee informed the Committee that an Equality Officer was newly appointed to the vacant post, an Athena Swan Officer would soon be recruited, and both would work with the Vice-Provost for Equality, Diversity and Inclusion in a dedicated space in the Arts Building.

A member of the Committee raised two queries on the Job Sizing; whether there was scope to appeal the grade at which a job is sized and the issuing of job descriptions. The Director of Human Resources confirmed that the outcome of the sizing assessment, which is formula based and decision of the Role Grading Committee is final.

It is anticipated that the final draft Role Grading Policy will progress to the March meeting of Board. Job Evaluation Training is underway for approximately twelve Human Resources staff for sizing posts.

## **HRC/19-20/11**

### **Director of Human Resources Report**

The University will hire more than twenty Professors over the next 18 months. To facilitate the large number of recruitment campaigns, a dedicated unit will be set up on a temporary basis in Human Resources.

The new unit will be charged with streamlining the current Professor recruitment process whilst simultaneously running approximately seven recruitment campaigns under a hybrid of the old and the new processes before switching to the new process. A Programme Manager will be assigned to this project to assist with the transition from the old to the new process.

For the duration of the Project, the new unit will report into both the Vice Provost and the Director of Human Resources. The Unit will be

resourced by internal Human Resources staff and external temporary assignments.

The three vacant posts in the Learning and Development Section will be filled shortly. The Head of Learning and Organisational Development is working with the Vice Provost to cascade the University's Strategic Plan down through the Schools for it to then form part of the School's Strategic Plan.

The School Administrative Manager Programme launched successfully with twenty participants recently attending a two-day workshop. The group were assigned pre-work for the third day of the programme taking place shortly.

The input received at the Dignity and Respect Workshops in November 2019 will feed into a subcommittee formed to develop behavioural values for the University of what is acceptable behaviour and what is not. It was agreed that the input of the Vice-Provost for Equality, Diversity and Inclusion would be invited.

**ACTION:** The Director of Human Resources will present the behavioural values to the Committee at the next meeting and will contact the Vice-Provost for Equality, Diversity and Inclusion about sitting on the subcommittee.

The Deputy Director of Human Resources appraised the Committee on the Higher Education Payroll Shared Services Project which has been on-going since 2014. The University fully supports the initiative which, if proven to be viable, will realise major efficiencies and consistency in payroll operations and audit, financial and government reporting.

The Business Case has been approved to move to Proof of Concept stage, in which Trinity College Dublin, Waterford Institute of Technology plus one College have been selected to take part. This stage is vital to test the viability of the concept for roll out across the Higher Education sector.

The Payroll Team in Human Resources has been involved in committees and has been gathering data the past two years. It is envisaged that in line with other Public Sectors, a move from weekly payroll to fortnightly payroll is likely. The monthly payroll is unaffected.

The service level agreement and the CORE upgrade to version 28 which will take place in the coming months are both required before the University can fully partake in the move to Payroll Shared Services. The Unions were recently informed of the Project and discussions on the changes are in the very early stages.

A Committee member queried if casual staff would be included in the changes. It was confirmed that when the casual claim forms are automated in due course, the Payroll Shared Services will also take over the processing of casual payments.

*The Vice Provost / Chief Academic Officer's nominee departs the meeting at this point.*

### **XXX HRC/19-20/12 Human Resources Quality Review Report**

The Director of Human Resources appraised the Committee on the particulars of the report arising from the Human Resources Quality Review carried out in April 2019.

The strategic recommendations put forward by the external review committee consist of the following key considerations:

1. Consider streamlining of decision-making processes for people – related policy decisions, with fewer steps and ensuring full involvement and respect for the professional expertise of the HR Director.
2. Recommend that people are recognised as a strategic imperative supported by investment in HR priorities.
3. Recommend that the line management arrangements for HR Partners are reviewed to reflect their position as a central part of the HR function to deliver business needs.
4. Consider effective planning, prioritisation, resourcing and delivery of all learning and development provision in a strategic way under the leadership of the HR Director to best support the academic endeavour
5. Support a simplification of policies to be principles –based to allow flexibility to meet business needs. Accountability for key people issues and policy development would sit with the HR Director.
6. There is a requirement for recruitment transformation with respect to systems, processes and responsibilities of HR and local areas.

It was agreed at the December Board meeting that the Human Resources Committee would consider the Quality Review Report and develop proposals, for the consideration of the Board, in respect of how the resulting recommendations might be implemented.

It was confirmed that the Human Resources Department's aim is to implement the strategic recommendations by undertaking various projects in the key areas of Efficiency, Recruitment, Learning & Organisational Development, Structure and Engagement.

A member of the Committee suggested that the Human Resources function be benchmarked against other Universities and Institutions. Another member of the Committee suggested that the Director of

Human Resources should report to the Provost. The Director of Human Resources confirmed that the view of the Chief Operating Officer would have to be sought if there was any recommendation for a reporting line change.

A query arose as to whether there was anything in the report that might adversely affect the Postgraduate Community of the University. The Director of Human Resources confirmed that there was nothing in the report to suggest this.

**ACTION:** The Chair and the Director of Human Resources will prepare a proposal and circulate it to the Committee for their input and review before progressing it to Board.

## **Section B2**

### **Any Other Business**

#### **HRC/19-20/13**

##### **Paid Parents Leave**

The Deputy Director of Human Resources informed the Committee of a draft Parents Leave Policy arising from the Parent's Leave and Benefit Bill 2019 which was signed into law on 24<sup>th</sup> October 2019.

The Act provides for two weeks leave for each parent in the first year of a child's life and a social welfare payment, equivalent to Maternity and Paternity benefits. The measure is for children born or adopted from 1<sup>st</sup> November 2019 and the leave must be taken within 52 weeks of birth or placement. It is expected that parents will be able to benefit from seven weeks' leave each under the scheme as it develops incrementally over the next three years.

A discussion ensued on whether Parent's Leave should be paid. The Committee were informed that another University had already determined that it will be paid leave. The Committee felt that the leave should be paid in the same way as Maternity and Paternity Leave are which would be viewed favorably for Athena Swan reporting.

**ACTION:** The draft Parents Leave Policy will be amended to include details on how the leave would be paid. The updated draft Policy will come to a future meeting of the Committee as a full item under Section B, Oversight of Policy Matters.

#### **HRC/19-20/14**

##### **Meeting of 28<sup>th</sup> May 2020**

The Chair informed the Committee that it was necessary for the meeting on 28<sup>th</sup> May 2020 to be rescheduled due to work commitments abroad at that time.

**ACTION:** Arrangements will be made for the meeting to be rescheduled and the Committee will be notified accordingly. The schedule of meetings on the Committee webpage will also be updated.

The Senior Academic Promotions Committee is currently revising the Senior Academic Promotions Policy. The revisions to the Policy need to be approved by the Human Resources Committee before the 2019 Senior Academic Promotions round can launch which may necessitate an interim meeting of the Human Resources Committee

**ACTION:** Arrangements will be made for an interim meeting of the Human Resources Committee, if necessary and the Committee will be notified accordingly. The schedule of meetings on the Committee webpage will also be updated.

**Signed:** .....

**Date:** .....