

GOLDSMITHS COLLEGE
University of London

FINANCE AND RESOURCES COMMITTEE

HUMAN RESOURCES COMMITTEE

Minutes of the meeting held on 1 May 2007

Present: Mr Kenneth May (Chair), Ms Vicky Annand, Mr Andrew Brett, Mr Hugh Jones, Professor Marj Mayo, Mr Chris Pearson, Professor Jane Powell.

In attendance: Ms Johanna May (Secretary), Mr Steve Collins (for item 6) Ms Hilary Lowe (for item 7).

Apologies: Dr Basem El Haddadeh, Professor Celia Lury, Mr Brendan Prendeville, Mr Terry Rosenberg.

1 ANNOUNCEMENTS

The Chair welcomed Hugh Jones, newly appointed Registrar and Secretary, to the meeting.

2 MINUTES

Resolved: To approve the minutes of the meeting held on 27 February 2007

3 MATTERS ARISING FROM THE MINUTES

3.1 Statute 14

Noted: 1 the comment of the Director of Human Resources (DHR)'s comment that the revision of Statute 14 was not a high priority and that this was a stance taken by several other London Colleges.

2 that the Registrar and Secretary (R&S) had some legal briefings on this issue which he would pass on to the DHR.

3.2 Review of Occupational Health Provision

Noted: that the DHR was progressing the review of Occupational Health and gleaning information from colleagues in the sector on their provision; a report would be made to the Senior Management Team as soon as possible.

3.3 Status of College Corporate Plan

Noted: that while the vision for the College was set out in its Corporate Strategy, the production of the Corporate Plan had been delayed due to the post of Head of Planning being vacant. However this delay in the production of the Plan had no implications for this committee.

4. HUMAN RESOURCES – STAFFING AND REVIEW

- Noted:
- 1 the comments of the DHR to the effect that the Senior Management Team (SMT) had accepted his recommendation that the contracts of nearly all the fixed term contract staff in his department be extended to the end of December 2007 to facilitate implementation of the review of HR which would be taking place shortly.
 - 2 that the consultants undertaking the review would be engaged within the next two weeks and the review would identify the principal requirements of an HR department and consult heads of departments and staff about where HR should focus its efforts; the review would be completed by the end of the current academic session.
 - 3 that although SMT had refused the request for another one year fixed term appointment of an HR Manager/Business Partner on the basis that they did not wish to pre-empt the outcomes of the review of HR, they had indicated that the College would agree additional resources for the department to deal with any workload surges.
 - 4 that while the current establishment was for two HR Managers, one (the newly appointed Kevin Browne) would be required to concentrate on management information and managing the recruitment function (including staff).
 - 5 that the consultants would be talking to a selection of Heads of Departments from both academic and non academic departments, in groups, and would have individual interviews with senior staff such as the Registrar and Secretary and Warden, as well as meeting Trade Union representatives.
 - 6 that a steering group would be set up to oversee the project and that the HR Committee would be invited to comment on the consultants' interim report due in June.
 - 7 Ms Vicky Annand and Professor Marj Mayo were volunteers to join the Steering Group (to be chaired by Mr Ken May) with the proviso from Professor Mayo that she be consulted nearer the time and if appropriate another academic – not present at this meeting of the Committee – be approached to undertake this role.
 - 8 that the figure of 23% for academic staff in the DHR's report was nearer to 58% if Visiting Tutors were counted in this category.

5. PAY AND GRADING RESTRUCTURING UPDATE

- Noted:
- 1 the report of the DHR and his comments to the effect that all the sample scoring was now complete and had been consistency checked.
 - 2 that the Pay Forum was now discussing pay structures, and the College proposal had now been met by two counter proposals from the trade unions.

- 3 that meetings of the Pay Forum were continuing to take place at fortnightly intervals to better progress issues.
- 4 the College was by no means the last institution to implement the pay framework – at least 50% of institutions had not done so and some of the institutions who had implemented early were now having to revisit their schemes.
- 5 the unions had indicated they wanted to see the total package before implementation including proposals on pay progression and the recruitment and retention package.
- 6 that the trade unions needed to go back to their full time officials to sign off the proposed structure before there was a ballot of the membership, that this was a long process, and that the cost of implementation would inevitably be more than the budget set.
- 7 realistically since there was very little time left to ballot staff and report to Council during this session, it was likely that this process would take place during the first part of next session in which case a likely implementation date could be October or November 2007.
- 8 that a communication was shortly going out to all staff in the May payslip on the status of the project and that although there was currently a high level of red circling being projected (around 30% with 20% of posts projected to be green circled) some of these apparent anomalies could be reduced following further detailed discussions with verifiers.
- 9 that the process of matching in non HERA'ed roles with the benchmarked HERA roles should be starting within the next month or so.
- 10 that there had been discussions about establishing baseline Lecturer A, B and Senior Lecturer HERA roles with an individual being assessed separately in relation to performances; it was recognised that an academic role could encompass a variety of responsibilities and duties, some being undertaken for a limited time and at various times.
- 11 the comment of the Chair that if managers were responsible for their own budgets, there would be less pay drift; with the current financial model the arguments between Heads of Department and Human Resources would be about getting the best deal for their staff, whereas if Heads of Departments were responsible for their own budgets they would be more pragmatic about the disposal of resources.

6 STAFF DEVELOPMENT UPDATE

Noted:

- 1 the report of the Head of Staff Development, Steve Collins, and his comments to the effect that the new approach to Staff Development proposed in his report mirrored the HR Business partner model and reflected the steer that had been given from the Warden to the effect that Staff Development should be more strategic

- 2 that this was a Learning and Development strategy for the whole College, not just senior managers.
- 3 that in the context of performance review the training needs identified should be those arising out of the gaps in achievement of the stated objectives.
- 4 the comment of the Head of Staff Development to the effect that his experience over the last five years had demonstrated that coaching and action learning had been very effective processes and that just as we expected students to be self directed in their learning so we needed to expected the same from staff; it was necessary to start with the assumption that everyone was competent and look at ways of identifying and supporting the small numbers who are failing.
- 5 the comment of the Chair that in order to achieve the strategic aims of the College it would be necessary to encourage the top 40-50 people in the College to own and promulgate these aims; this is turn pointed to the need for leadership training of these key “movers and shakers”.
- 6 that one key aim in the proposed programme could usefully be to give a high priority to the development of women managers, this was not only about identifying the number of women applying for and succeeding in obtaining promotion but about giving them the tools – i.e. the skills and experience – that they would need to succeed in future promotion applications.
- 7 the comments of the Director of Finance that there was another set of objectives apart from those in the Corporate Plan which were the 44 projects identified by the Senior Management Team; it was agreed that there needed to be identification of themes in relation to these projects, a clear relationship between project sponsors and project managers and a clarity about the terms of reference of each project.
- 8 the comments of the Registry and Secretary that this list of projects reflected only a snapshot of a process and there was a need to adopt a consistent approach and to link each of these to one of the College’s stated strategic aims.
- 9 that the Head of Staff Development would be convening a meeting with all staff development providers in the coming months (including the Learning and Teaching and Research Offices, CELT and Information Technology Services with the Internal Communications Officer.
- 10 that the paper from the Head of Staff Development would be discussed at that group, modified as necessary, and considered further at SMT

7. GENDER SCHEME

Noted: 1

that SMT on 30 April 2007 had approved the draft Equality Scheme attached to the agenda, amending it to omit the national and regional background and refining the 50% target for male/female staff which was in the original HR Strategy

- 2 that the scheme has been produced by the necessary deadline of 30 April 2007 and the results of a survey – which had had a 15% response rate - had been incorporated into the scheme; the plan was now to identify three or four key objectives from the survey and work them into the action points for the scheme

- 3 the comment of the Chair that this was an impressive piece of work especially in relation to the key issues identified from the survey and that some of these issues were already in the plan; however the absence of the stated responsibility of Heads of Department had been noticeable and it would be helpful to secure the commitment of those 40-50 people in the organisation who could make a difference in this area; this was a good policy with strong objectives, the issue was how to “make them stick”
- 4 the comment of the Registrar and Secretary that responsibility for the implementation of the policy lay with everyone but it would be good if the role of the 40 key movers could be reflected in this scheme
- 5 the comment of the Director of HR to the effect that Equal Opportunities was a wider responsibility of all staff within the College, not solely the remit of the HR Department
- 6 that the existing equality schemes (i.e. Race, Disability and Gender) had been written to one pattern to enable them to be brought together in one Equality Policy but this had not been possible initially since the Race Equality Policy was older (and indeed reflected the former College values that had now changed)
- 7 the comment of the EO Adviser that the targets in the action plan were achievable but needed to be prioritised
- 8 the comment of the Chair that while the EO Adviser had written the policy and might need to monitor the implementation of it, she should not have to be responsible for implementing the policy
- 9 the comment of the EO Adviser that her energies to date had necessarily been concentrated on the production of the policies but that these were now going out to HODs to get them to see what value they could add
- 10 that the next stage would be for the College to produce one equality scheme, HEFCE had produced one which she would send to the Chair
- 11 that thanks should also be passed on to Professor Sarah Ahmed who had assisted with the production of the scheme

Resolved: that there should be a brief report to the next meeting advising on the feasibility of producing one equality scheme

8. CURRENT CASEWORK

Noted: the report attached to the agenda

9. ATTENDANCE AT DEPARTMENTAL TEAM MEETINGS

Noted: the thanks of the DHR to those members of the Committee who had already (or who planned to) join the Human Resources team for their monthly meetings

10. DATES OF FUTURE MEETING

Tuesday 23 October 2007 2.00 p.m.
Thursday 24 January 2008 2.00 p.m.
Tuesday 13 May 2008 2.00 p.m.