



## Draft Minutes of the Human Resources Committee of 13<sup>th</sup> October 2016

- 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. Stephanie Farrell (Board nominee), Ms. Patricia Callaghan (Academic Secretary), Ms. Aine Mulcahy (Chief Financial Officer’s nominee), Ms. Orla Sheehan (Vice Provost/Chief Academic Officer’s nominee), Ms. Sinead Mac Bride (Equality Committee Representative), Mr. Peter Donohoe (External Representative) and Ms. Kate Malone (Director of Human Resources)
- APOLOGIES:** Prof. Christopher Morash (Vice-Provost/Chief Academic Officer), Mr. Kieran McNulty (Student Union President), Prof. Vinny Cahill (Dean of Faculty of Engineering, Mathematics), Prof. Gillian Martin (Senior Lecturer),
- IN ATTENDANCE:** Ms. Aveen Batt (Deputy Director of Human Resources) for all items  
Ms. Joanne O’Hanlon (Human Resources) for all items  
Ms. Cora Mullins (Human Resources) for all items  
Mr. Tony Mc Mahon (Director of Diversity and Inclusion) for item 04 and 05  
Ms. Gwen Turner (Workforce Planning Manager) for item 06

Items for specific Board attention are denoted XXX

### Section A

- HRC/16-17/01**      **Minutes of last Meeting**  
The minutes of the meeting held on 26<sup>th</sup> May 2016 were approved and signed.
- HRC/16-17/02**      **Matters Arising from the Minutes**  
A query was raised by a member of the committee in relation to the composition of this committee and whether it should be reviewed now since the introduction of the Divisions.
- ACTION: The Director of HR agreed to follow up with the Registrar in relation to the composition of the committee to identify if there is any scope to review/change the membership.**

A brief discussion on the Cush Report took place. The Director of HR confirmed that the Universities have refused to implement the recommendations. The IUA have sought legal advice and are progressing the issue with DES on behalf of the Universities.

A review of the Terms of Reference of this committee was also raised as an item rolled over from last year and HR agreed to investigate what is the status of this action item from the outgoing Chair.

**ACTION: HR to revert to a future meeting of this committee with an update on the Terms of Reference.**

Following a query from a member of the committee, the Director of HR confirmed that after discussion with the Registrar, it was agreed that no trade union representative would join this committee. The committee requested a rationale for this decision.

**ACTION: The Director of HR agreed to follow up with the previous Chair to clarify the rationale for this decision and revert to the committee.**

## HRC/16-17/03

### Director of Human Resources Report

The Director of HR welcomed the new Chair to the committee and also the new secretary to the committee, Cora Mullins who will replace Joanne O’Hanlon. She acknowledged the Deputy Director of HR Aveen Batt’s departure from the University and thanked her for her commitment and dedication to Trinity and wished her well in her future endeavors.

The Director of HR presented an overview of the key priorities for HR over the coming year and highlighted that the key focus is to review processes and improve operations.

An updated organisational chart for Human Resources was presented with the following key changes:

- New Deputy Director of HR to be appointed
- Ms. Fidelma Haffey has moved to the role of Manager, Staff Performance and Review
- Ms. Louise Power has moved to the role of Learning and Development Manager
- Mr. Michael Mc Keown has been seconded from his role as Pensions Manager to DPER and a replacement will commence in December
- Changes to reporting lines across the department

**ACTION: HR to circulate new organisational chart to the committee**

Following questions from members of the committee, the Director of HR responded as follows:

- Promotions are only open to academic staff and there are no promotions for Professional staff. HR will bring forward a proposal to the HEA to introduce job evaluation for professional staff which is in line with best practice and what other Universities in the UK and Ireland are doing. An update on this process will be brought back to a future meeting. Concerns were raised by the committee in relation to the financial implication on the University if job evaluation is implemented and the Director of HR confirmed that this would be addressed as part of the proposal to the HEA.
- The new performance management tool to replace PMDS is Feedback for Performance and following the completion of a pilot run in FSD last year, it

has now been extended to HR and Global Relations. The next department to participate in the pilot is the Academic Registry and IT Services.

- An external review of academic promotions is ongoing to include the membership of all committees. The concern in relation to the Personal Chair committee only having one female representative on the committee was acknowledged and reassurance was given by the Director that this was being addressed.
- The introduction of a Workforce Planning Tool will allow managers to develop a 3 year staffing plan and link that plan to a realistic budget. The focus of the tool is to align HR and finance.
- Recruitment have acknowledged the issues that arose over the summer in relation to work permits and advised that an appeal has been made to the department to get academic roles listed as specialist roles on the critical skills list. It was agreed that HR would set up a focus group to gather feedback from the Heads of School in relation to the problems they encountered.

#### **XXX HRC/16-17/04 Diversity and Inclusion Strategy**

The Director of Diversity and Inclusion presented the new Strategy for Diversity and Inclusion and provided the following summary:

- The initial development of the themes and objectives commenced in 2015 by the Director in conjunction with a cross representative working group
- The group met regularly and the work included a review of the College strategic plan, review of existing survey outcomes and brainstorming key diversity and inclusion issues which helped to identify broad themes and objectives for the strategy.
- Four objectives were identified including
  1. Working cohesively
  2. Promote sense of inclusion
  3. Continuously improve the inclusive Trinity experience
  4. Demonstrate Institutional Leadership
- Five priority actions areas were agreed,
- Each action is presented in the strategy with supporting sub actions, deliverables, indicators of success, and timescales
- The strategy will be delivered mainly within existing resources, but where specific actions require resources, actions, a funding commitment has been made by the Chief Operating Officer to provide resources to deliver on the Strategy
- Director of Diversity and Inclusion to deliver on strategy in conjunction with a number of key people including the Director of WiSER and the Equality Officer
- The strategy has been approved by the Executive Officers Group, and by the Equality Committee.

Following a query from a committee member, the Director of Diversity and Inclusion advised that the most challenging element of the strategy is the gender issue in relation to the promotion and recruitment of females to senior level roles within the University both academic and professional.

The committee approved the Strategy for Diversity and Inclusion for onward approval by Board.

**ACTION: Strategy to go forward to Board for approval.**

**XXX HRC/16-17/05 Policy and Guidelines for supporting staff who are Breastfeeding**

The Director of Diversity and Inclusion presented the policy for supporting staff who are breastfeeding. The policy was developed by the Trinity Breastfeeding committee, which includes input from the students union and experts from the School of Nursing and Midwifery. This new policy ensures compliance with the provisions of the Maternity Protection Act 2004.

Following a query from a committee member, the Director of Diversity and Inclusion confirmed that dedicated private facilities have been allocated in TBSI, Arts Building, Westland Row and in the School of Nursing and Midwifery, however it was noted that women are free to breastfeed anywhere on campus. It was also confirmed that no discussions to incorporate a private space for Breastfeeding in the Business School development plans have taken place yet, but discussions have taken place in relation to gaining potential space within the new Oisín House development.

The committee generally were supportive of the policy but requested that an amendment is made to section 4.4 bringing the age limit from one year old up to two years old in line with the National Health Strategy recommendation.

**ACTION: Policy incorporating change as outlined above to go forward to Board for approval.**

## **Section B**

**HRC/16-17/06 Delegated Sanction Agreement**

The Workforce Planning Manager provided a comparative overview of the draft Delegated Sanction Agreement to the expired employment control framework (ECF). The following was highlighted to the committee:

- The main Principles of the ECF have been incorporated into the DSA
- The DSA is still in draft format and not confirmed by the HEA so cannot be communicated at present.

Following a range of queries from the committee, the following was discussed:

- The exit mechanisms as described in the document are University wide. If an entire unit within the University becomes redundant, a case can be made to DPER to implement redundancies in that area. The posts within that area become redundant and permanent / CID staff may be offered

voluntary redundancy or be redeployed. The posts therefore cannot be replaced.

- With regard to the DSA requirement for 20% deferred pension liability, a member of the committee highlighted the significant financial cost to the University if we are to apply the pension liability of 20% to all non-core posts and that a decision was made in 2011 by the Financial Services Division to only apply the 20% to new non-core posts. The Workforce Planning Manager highlighted that there is a risk to the University if that practice was to continue as it may not be defensible on an ongoing basis as the 2011 position adapted by Trinity is not endorsed by the HEA. Discussions with other Universities have informed us that they apply the 20% pension provision either to all non-core posts; or as the post is renewed / re-filled. It was recommended that this discussion is taken off-line with the final decision on how the University proceeds lies with the Chief Financial Officer and the Chief Operating Officer.
- The Workforce Planning Manager advised that there may be potential savings to the University due to a change to the single pension scheme and that HR and Finance are currently calculating the numbers to identify the potential saving.

#### **HRC/16-17/07**

##### **HR Policy Review update**

As part of the HR Strategy, HR have committed to a review of all existing policies and to introduce new policies if required. The Deputy Director of HR provided a summary of what policies were reviewed and updated in 2015/2016. A proposed plan was presented to the committee identifying what policies the committee needs to focus on for 2016/2017 to align with the current HR agenda and to meet changes in legislation. The committee agreed to the review of the 6 suggested policies and in addition, they agreed to review the Staff Development Policy and the Administrative Promotions Policy.

**ACTION: HR to bring forward the agreed 8 policies for review to future meetings of the committee**

#### **HRC/16-17/08**

##### **Code of Practice applying to the employment of people with Disabilities**

The equality committee representative presented the above paper to the committee. It was highlighted by a committee member that 4.2% of the staff within the University have declared a disability so we are in line with the Strategic Plan.

**ACTION: Code of Practice applying to the employment of people with Disabilities to go forward to Board for approval.**

#### **HRC/16-17/09**

##### **Any Other Business**

Following a discussion at Board, the Board representative on the committee raised a query in relation to our retired staff and what they receive on retirement and following retirement.

**ACTION: HR to revert to the next meeting of the committee with a collated document of what's in place for retired members of staff.**

**HRC/16-17/10**

**Date of Next Meeting**

The next meeting of the Human Resources Committee is scheduled for Thursday 26<sup>th</sup> January 2017 from 10am – 12.00pm in the Board Room, House 1.

**SIGNED:..... DATE:.....**