



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

**Trinity College Dublin
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Minutes of the Human Resources Committee

Friday, 4th December 2020, 11am to 12.35pm

Conducted Remotely on Zoom

- PRESENT:**
- Prof. Ross Mc Manus (Chair)
 - Ms. Antoinette Quinn (Director of Human Resources)
 - Ms. Claire Marshall (Vice Provost / Chief Academic Officer's nominee)
 - Ms. Patricia Callaghan (Academic Secretary)
 - Ms. Aine Mulcahy (Chief Financial Officer's nominee)
 - Prof. Celia Holland, (nominee of the Dean of the Faculty of Engineering, Mathematics and Sciences)
 - 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)
 - Ms. Rachel Mathews-McKay (Board nominee)
 - Mr. Peter Donohoe (External Representative) for items 6 to 9
 - Ms. Sinead Mac Bride (Equality Committee Representative) for items 6 to 13
 - Ms. Breda Walls (Chief Operating Officer's nominee) for items 10 to 13
- APOLOGIES:**
- Prof. Kevin Mitchell (Senior Lecturer)
 - Ms. Gisèle Scanlon (Graduate Students Union President)
- IN ATTENDANCE:**
- Ms. Cora Mullins (Human Resources)

Items for specific Board attention are denoted XXX

Section A1

HRC/20-21/6

Minutes of Last Meeting

The minutes of 29th October 2020 were approved by the Committee for signing by the Chair.

Section A2

HRC/20-21/7

Matters arising from the Minutes

The Chair noted that the presentations on the HR Strategy overview and Stay Strong Together Programme and the Equality Committee's draft guidelines on "Email Hours & Staff Wellbeing" were circulated to the Committee.

Section A3

HRC/20-21/8

Director of Human Resources Report

Ms. Rachel Mathews-McKay was welcomed to the Committee as Board nominee in place Ms. Stephanie Farrell whose four-year term on Board had ended.

The Director of Human Resources informed the Committee that a discussion paper on the Dignity and Respect Policy revision to the Vice-Provost / Chief Academic Officer, the Associate Vice Provost for Equality, Diversity and Inclusion and the Dean of Graduate Studies and the scheduled meetings with the Provost took place.

A working group was established for the Dignity and Respect Policy revision with meetings of the group due to commence shortly. The terms of reference for the working group were compiled by the Director of Human Resources which include three different workstreams; namely staff, student and staff / student interactions.

ACTION: The Dignity and Respect Policy revision will be put on the agenda for a future meeting for the Committee's review and comment.

Section A3.1

HRC/20-21/9

Overview of Process Improvement and Efficiency in Human Resources

The Resourcing Team which has been understaffed due to high turnover and cumbersome processes is now stable with a separate unit set up specifically for Chair recruitment. Since February 2020, the unit successfully completed nine full Professorial Chair competitions, which are now at the appointment and contract stages, with five more in the immediate pipeline.

The revised principal-based Recruitment Policy and supplemental procedures have resulted in a more efficient recruitment process. A competency framework for professional service staff and interview guidelines are also being developed to compliment the recruitment process.

ACTION: The competency framework for professional service staff and interview guidelines will be circulated to the Committee.

The Learning and Organisational Development Team ran 56 professional development programmes over the last year including the Aurora Leadership Programme, the Assistant Professor Programme and the School Managers Programme. For Research staff, a hybrid or work and social events had taken place. On LinkedIn Learning, staff and students accessed over 5,000 programmes.

The Quality Review ask for some of the money spent in the Schools and Faculties to go to Human Resources to centralise training is still pending. The Learning and Organisational Development strategy with the Learning and Organisational Development Programme are on hold as finances are currently unknown. It is hoped that the programme, which requires €1.5 million euros over five years, will commence in the early stages of 2021.

ACTION: The Learning and Organisational Development strategy will be presented to the Committee at a future meeting.

Under Athena Swan, the research recruitment process needs to be streamlined as Human Resources are currently involved from the contract stage only. It is envisaged that a new online research nomination form will be rolled out in quarter two of 2021. Additionally, a new staffing request form is currently being tested.

The work on the electronic recording of leave is ongoing and 2021 will see it come to fruition. The Manager Toolbox will be rolled out to enable the programme and the latest version of CORE is installed to support the functionality.

The Payroll Shared Services project is on track. The phased roll out of a CORE app will permit staff to access their payslips on their mobile phones.

Using Human Resources Metrics, each School/Faculty/Division now receives a monthly update on their area including contract end dates, staffing breakdown, trends on overtime and leavers.

The TaxSaver Schemes, which ran twice a year are now available on a monthly basis which is more advantageous to staff. The uptake of the bike to work scheme increased over recent months and commuter tickets dropped significantly due to COVID-19.

The draft Casual Pay Policy will go to the Finance Committee in the New Year. The tax implications for overseas payroll are being examined in conjunction with PricewaterhouseCoopers and tax advisors in finance to establish the countries where the University can pay to without incurring additional costs and tax liabilities.

A pilot of the “Let’s Talk” performance management tool will run in Human Resources and other areas within the Corporate Services Division before being rolled out across the University. The tool aims to provide clarity around what is expected and the skills necessary to do so through means of open conversation.

The probationary process is being streamlined and the updated version is hoped to be released in quarter one of 2021.

The Human Resources Team are working towards developing flowcharts for all their processes and customer service training is ongoing. A telephone queuing system whereby staff know their position and anticipated waiting time is under consideration.

Human Resources has partnered with the Communications Team to work on a staff intranet. The Corporate Services Division newsletter, the Weekly Wrap-Up, which issues every Friday has been running since early 2020 and is likely to be extended to all staff in due course.

ACTION: The Committee will be added to the mailing list for the Weekly Wrap-Up.

While there is presently no overall engagement strategy, a staff engagement survey is deemed to be a good starting point for which, the new Provost is believed to be best placed to disseminate.

The Quality Review Committee remarked that there is a lack of clarity on decision making by the Human Resources Committee in its current form which needs to be looked at going forward. They also felt that the role and responsibilities of the HR Partners, who work between central HR and their respective Faculty or Division, was ambiguous and needed to be rectified.

The Chief Operating Officer’s nominee enters the meeting.

The Human Resources Department secured an open place space in Trinity Central to which approximately half the staff will relocate to, but space now needs to be found for the remainder of the staff.

The travel costs associated with interviews had decreased significantly as all interviews have moved online. The feasibility of conducting all preliminary interviews remotely going forward is being explored.

The Sub Committee of EOG for Recruitment meet every Friday and the process is working with some posts being approved. It has

however shown that Human Resources are not getting all the necessary information required from the hiring areas.

Human Resources assisted in setting up a staff and student helpline in the early stages of COVID-19. The staff FAQs on the COVID-19 website are being updated regularly and as required. The Procedure for Leave and Working Arrangements and Procedure for Remote Working during COVID-19 Outbreak are also being updated as new and revised guidance issues. Members of the Senior Management Team sit on many of the University's COVID-19 committees and working groups and Human Resources were also involved in securing no cost extensions for research staff due to the COVID-19 pandemic.

The Director of Human Resources presented a list of 38+ projects linked to Quality Review and additional projects to highlight the work ongoing behind the scenes. Each project is colour coded green, amber or red to represent its current status.

The External Representative departs the meeting.

Section B1

HRC/20-21/10

Oversight of Policy Matters

There were no submissions for consideration under section B1.

Section B2

Any Other Business

HRC/20-21/11

Update on Role Grading Policy and Process

A member of the Committee requested an update on the Role Grading Policy and Process. The Director of Human Resources advised that both were approved by Board in March 2020. The Unions have yet to hold a ballot of their members on it. It is anticipated that the Role Grading Committee will be appointed and trained early in the New Year.

Section C

Items for Noting

HRC/20-21/12

Changes to the membership of the Technical Staff Committee

The change to the membership of the Technical Staff Committee were noted by the Committee.

HRC/20-21/13

HR Annual Metrics Report

The Head of Strategic Planning and Process Improvement presented the HR Annual Metrics Report to the Committee. It was noted they would normally be presented to Board in the summer, but they had been set aside last year due to COVID-19.

The key trends showed a new high on the use of casual payroll in 2019 equivalent to approximately 135 full time staff which demonstrates the need for a Casual Staff Policy at university level.

Staffing levels continue to increase each year demonstrating a steadily growing university and highlighting the need for staff planning.

The number of recruitment competitions has increased steadily each year, reaching 442 competitions in 2019-20. It was estimated that there would have been in excess of 500 competitions in 2019-20 if the recruitment freeze hadn't occurred.

The report showed a changing composition within job categories with the ratio of Senior Academic to Junior Academic Staff is trending towards 50:50 Senior to Junior. There are indications of grade-drift in the administrative job category with significant increases in the Administrative Officer 1 and 2 grades but diminishing numbers in the Executive Officer grade thus highlighting the ongoing need for job sizing and staff planning.

The Committee noted the content of the HR Annual Metrics Report.

Signed:

Date: