Trinity College Dublin
The University of Dublin

Minutes of the Human Resources Committee

Thursday, 3rd March 2022, 2pm to 4pm
Conducted Remotely on Zoom

PRESENT:	Prof. Ross Mc Manus (Chair)
	Ms. Antoinette Quinn (Director of Human Resources)
	Dr. Siobán O'Brien Green (Vice Provost / Chief Academic Officer's nominee)
	Ms. Patricia Callaghan (Academic Secretary)
	Ms. Breda Walls (Chief Operating Officer's nominee)
	Ms. Aine Mulcahy (Chief Financial Officer's nominee)
	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. Rose Gaynor (Equality Committee Representative)
	Mr. Peter Donohoe (External Representative)
	Ms. Gisèle Scanlon (Graduate Students Union President)
	Mr. Andrew Duffin (Group of Unions Nominee)
APOLOGIES:	Prof. David Shepherd (Senior Lecturer)
	Prof. Celia Holland, (nominee of the Dean of the Faculty of Engineering, Mathematics and Sciences)
	Ms. Rachel Mathews-McKay (Board nominee)
IN ATTENDANCE:	Ms. Eimear Reilly (Deputy Director of Human Resources)
	Ms. Andrea Free (Human Resources)
	Mr. David Hurcombe (Manager- Pension Services) for item 23.1
	Ms. Gwen Turner (Head of HR strategic planning and process improvement) for item 23.2

Items for specific Board attention are denoted XXX

Section A1

HRC/21-22/19   **Minutes of the Last Meeting**
                       The minutes of 21st January 2022 were approved by the Committee
                       for signing by the Chair.
Section A2

HRC/21-22/20   **Matters arising from the Minutes**
                       Chair informed the committee members that the minutes will be
                       circulated at least two weeks in advance going forward.

Section A3

HRC/21-22/21   **Director of Human Resources Report**

- The committee was informed that the Human Resources team are moving to new accommodation in Trinity Central on the 4th of March 2022.

- The Blended Working Policy was launched at the end of January, it was communicated with all staff during February with roll out commencing from March 2022. The implementation of the policy will be reviewed after several months to assess how it is working.
  Action: Blended working pilot outputs will be brought to a future committee meeting.

- Weekly pay is moving to fortnightly pay, which will impact approx. 500 staff members. Where sought, a transitional salary advancement can be made to impacted staff to facilitate this transition.

- Strategic workforce/staff planning. HR have commenced the staff planning process across the University. For 2022 this will be tactical staff planning with one year cycle to allow for more strategic longer-term planning to be rolled out in 2023+.

- An agreed terms of reference on a programme to support the development of the Culture of the University is expected to be completed and ready to be shared at the next HR Committee meeting.

Regarding the Blended Working Policy, a committee member asked if the HR Director was aware that some staff members appear to believe that they are entitled to work from home continuously, and not attend on campus.

HR Director advised that it is a blended working policy, so employees are expected to be on campus/in office when required and it is the responsibility of both manager and the employee to discuss requirements for the role and the team. As per the draft legislation, employees will be entitled to request blended working however it is not a right/entitlement to have blended working and this must be agreed between the employer and the employee. As per the policy, the role and the needs of the university take precedence over individual preferences.

Section B1	**Oversight of Policy Matters**
HRC/21-22/22	There were no submissions under Section B1.
Section B2	**Any Other Business**
HRC/21-22/23.1	**Update on eLeave** *David Hurcombe, Manager- Pension Services, presents to the committee an update on eLeave.*

Presentation was circulated on Diligent prior to the meeting.

The committee members are informed of the details of new eLeave system.

- There has been no central system for the recording of leave, with many areas using spreadsheets/manual ways to capture this information.
- This is inefficient, potentially inaccurate and results in the university being unable to report effectively on leave, which is a legal requirement and furthermore important to demonstrate the diversity/family friendly policies in action, which is required for the achievement of Athena Swan.
- It is an easy-to-access system for Staff and Managers.

- Data repository for all types of leave (including sick leave, exam, jury, carer leave etc) for the employee, manager, and general data requirements, enabling data to be stored in line with GDPR.
- The system is secure, easy to use and reliable.

The eLeave system has been piloted by 81 employees across HR and Student Counseling. Feedback has been positive in relation to the system itself, however it was recommended that additional support for the roll out should be available in particular for the Managers. These recommendations have been taken on board and from the 1st of April, the roll out of the system will commence.

Roll out of eLeave will be completed area by area. The roll out from start to finish is anticipated to take five weeks.

In response to a question, it was confirmed that the system will be used to record leave for all staff, academic and administrative. Firstly, roll out of the new (TCD) eLeave system will be to the areas that currently don't have their own standalone bespoke systems which are both time recording and leave/absence recording for areas that already have an operating electronic recording of leave/ clock-in and clock-out (e.g. FSD and E&F), roll out to these areas will be after the initial rollout is complete.

A committee member asked if the unions have been kept informed of this system.
DH replied that communications with the unions had taken place and confirmed that the eLeave system records leave only. Following discussion, it was clarified that the system does not record clock in and out times for staff members and therefore, at this time, is not set up to record flexitime.

A committee member commended Mr. Hurcombe on the project and presentation.

The HR Director added that the eLeave system will be a very useful data resource to better understand trends and staff needs and utilisation of leave. A committee member commented that such data will be very useful for reporting e.g. on Athena Swan.

HRC/21-22/23.2   *Gwen Turner (Head of HR strategic planning and process improvement) presented to the committee an update on role grading.*

The committee were informed that the presentation given today is a draft, and feedback is welcome.

The Role Grading Policy
- Developed by HR in conjunction with the three Unions at the request of Board
- Policy subjected to review by progression through the committee structures
- The policy was approved by Board in March 2020
- The policy will be reviewed after 12 months of pilot implementation

The development of a role grading system is part of Trinity's HR Strategy.
It is important to note that the role is graded, not the person in the role. Job Sizing is for new roles, while Role Grading applies to existing positions. Not every role in College will be graded, however the initial grading process which has been completed, will allow all roles to be categorised according to a hierarchical framework. Thus grading of individual roles will be the exception not the norm, and specific grading will be conducted at a managers request where a role has significantly changed. The sizing and development phase has finished and roll out of the Role Grading process will commence in March 2022 (exact date to be confirmed). The process will be reviewed after 12 months implementation.

Once roll out has commenced, a suite of supporting documentation and information sessions will be available and the HR website will be updated to include the policy, the process and the FAQ's.

Action: The presentation will be circulated to the committee after the meeting.

The committee were invited to give any comments or feedback.

A committee member comments that HR having a role in initial stage of role grading could influence the outcome of the process.
The committee are reminded that the role grading process was approved by Board.

An additional comment from a committee member is that role grading is a very welcomed process.

Section C   **Items for Noting**

HRC/21-22/24   The Academic Secretary updated the committee on the upcoming review of EDI (Equality, Diversity and Inclusivity policy), whereby the current procedures for EDI delivery will be reviewed to investigate if resources can be better used to more effectively deliver on the objectives of EDI. As HR are involved in the majority of aspects of EDI they will be fully involved in the review.

Signed: …………………………………………………

Date: …………………………………………………