



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, 17th November 2022, 10 noon to 12pm
Conducted Remotely on Zoom**

- PRESENT:**
- Prof. Ross Mc Manus (Chair)
 - Ms. Antoinette Quinn (Director of Human Resources)
 - Ms. Patricia Callaghan (Academic Secretary)
 - Ms. Orla Cunningham (Chief Operations Officer)
 - Ms. Louise Ryan (Chief Financial Officer's nominee)
 - Prof. Derek Nolan, (nominee of the Dean of the Faculty of Engineering, Mathematics and Sciences)
 - Prof. Lorna Carson (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)
 - Ms. Sinead Mac Bride (Equality Committee Representative)
 - Mr. Andrew Duffin (Group of Unions Nominee)
- APOLOGIES:**
- Dr. Siobán O'Brien Green (Vice Provost / Chief Academic Officer's nominee)
 - Ms. Breda Walls (Chief Operating Officer's nominee)
 - Prof. David Shepherd (Senior Lecturer)
 - Mr. Peter Donohoe (External Representative)
- VACANT:**
- Undergraduate/Post-Graduate Student Representative
- IN ATTENDANCE:**
- Ms. Eimear Reilly (Deputy Director of Human Resources)
 - Ms. Megan Josling (Human Resources)
 - Ms. Mary Leahy (Presented item B2.1)
 - Ms. Gwen Turner (Presented item B2.2)
 - Ms. Grace Bosonnet (Present for item B2.2)

Items for specific Board attention are denoted XXX

Section A1

HRC/22-23/10

Minutes of the Last Meeting

The minutes of 13th October 2022 were approved by the Committee for signing by the Chair.

The Chair extended congratulations to HR regarding the HR Leadership and Management Award which they won for the “You Said, We Did” wellbeing programme run within the University. Members of the committee joined in the congratulations.

Section A2

HRC/22-23/11

Matters arising from the Minutes

Action items from previous HRC meetings were reviewed by chair.

Items referenced:

- Update the committee on the Dignity & Respect Policy – *brief update in current minutes*
- Gender Pay Gap Data (HRC/22-23/3)- *Item on current agenda*
- Outcome of Senior Academy Promotions Board submission (HRC/22-23/5) - *brief update in current minutes*
- Action items for future meeting:
 - Update on Cultural Transformation (HRC/22-23/3)
 - Update on Career Framework Process

HRC/22-23/12

A question was raised in relation to item HRC/22-23/7 (changing the School Administrative Managers title to School Managers) as a new School Manager role was being advertised at the time.

In response it was noted that the overall School Manager role had recently been sized and that there was a scalable element to it.

Section A3

HRC/22-23/13

Director of Human Resources Report

I. *Updated Dignity & Respect Policy & New Sexual Misconduct Policy Update:*

Policies were presented to EOG (25th October 2022) and received a positive reception. Approval not granted yet until funding is secured, and some minor adjustments suggested to wording within the policies.

Since EOG met, the University will receive €80k per annum towards tackling sexual misconduct in education sector which will go towards implementing these policies. Also, an additional €120k has been secured by the COO.

To move this forward, HR are working on the recruitment process of the Consent Manager role who will be the project manager for the policies' roll-out.

The Chair queried the cost of rolling out the policies - and the HR Director noted this is around €450k p/a based on UCD's roll-out.

ACTION: Circulate Updated Dignity & Respect Policy and New Sexual Misconduct Policy to HR committee members once complete.

II. *Senior Academic Promotions Interim Process:*

Approved by Board in October 2022. The call has gone out for applications and several information sessions have been run for relevant populations. The complete review is in progress.

III. *Blended working Update:*

A reminder was sent out to the University community prompting colleagues to submit their applications for Blended working. The numbers availing of Blended working have gone up significantly (circa 1000 colleagues). There are still some areas with low uptake/have not submitted their applications e.g., the library.

IV. *Pay increase update:*

Two different notes went out to University Colleagues regarding pay increases. The first was for all colleagues who were receiving the pay increase and when it would be processed. The second note was for colleagues who earn over €150k and not receiving the pay increase. Regarding the latter group, they are not receiving any increases yet as there is a query from the Department regarding a 2005/2006 pay increase to this sub-group within universities. The Department of Public Expenditure and Reform is looking into this and will issue an update when they have clarity on the situation.

** Ms. Mary Leahy entered to present Item B2.1**

Section B1 Oversight of Policy Matters

HRC/22-23/14 There were no submissions under Section B1.

Section B2 Any Other Business

HRC/22-23/15 **Update on Teaching for Researchers**
Presented by Ms. Mary Leahy, Head of Employee Relations

The committee were informed that HR have been working on robust guidelines to facilitate teaching as a developmental tool for Researchers who wish to develop their teaching methods to assist with progressing to Academia. These are guidelines for occasional classroom teaching for career development purposes, not for genuine teaching needs and requires approval from the grant provider and PI/HoS/DUGTL/DPGTL. There will be no obligation for any Researcher to engage in classroom teaching (only if required to do so by their funding body). Availing of teaching opportunities cannot result in the employee being employed beyond a 100% full time equivalent (FTE). Other than those Funders whose terms and conditions require / allow additional remuneration for career development teaching, the remuneration for research and teaching will normally be within the framework of the initial contract. Also, a Research Fellow / Post-Doc's

teaching load should be capped at two academic years, maximum of 20% of the schools teaching allocation model for contact hours per annum; accumulation of which over two years can be distributed flexibly.

Possible teaching scenarios under this initiative include (i) Research grant agreements with built-in teaching requirements; (ii) 100% FTE research contracts with funder's guidelines/provision for teaching; (iii) 100% FTE research contracts without funder's guidelines /provision for teaching; and (iv) Part-time research contracts of less than 100% FTE.

Several Committee members welcomed the clarification of these guidelines. It was mentioned the guidelines would help iron out some of the complexities around researcher teaching development such as how to handle remuneration and how much teaching can be allocated outside of the Academics. It was also viewed as a positive step towards retaining expertise and providing researchers with an opportunity to develop.

OUTCOME: The Chair noted a positive reception for the guidelines.

** Ms. Mary Leahy exit. Ms. Gwen Turner and Ms. Grace Bosonnet entered to present item B2.2**

HRC/22-23/16

Gender Pay Gap Report Update

*Presented by Ms. Gwen Turner, Head of Workforce Planning
Ms. Grace Bosonnet, Workforce Planning Manager also present*

The Head of Workforce Planning delivered a presentation to the committee on the Gender Pay Gap within the University. There is a legal requirement for all organisations with 250 or more employees to publish their gender pay gap data with the objective that we can take steps to address the gap in the future. The Gender Pay Gap is the percentage difference between the average pay of men and women across the workforce. In TCD the gender pay gap is 11%. This means that male employees earn 11% more than female employees when we look at the average rate of pay per working hour. (Average female pay

is €31.28 while average male pay is €35.15). Anyone who was an employee of Trinity College in June 2022 was included in the analysis with each person being counted once and counted equally (5132 people). Although TCD have pay equality in terms of equal pay for equal work, there are greater numbers of male employees in jobs with higher salary scales compared with females. It was stressed that No Gender Pay Gap is acceptable, and we must strive to do what we reasonably can to remove this gap.

The committee was presented the analysis of the data. Differences were explained in terms of:

- Over-representation of females in lower paid roles
- Buildings & Services
- Overtime & allowances
- Unclear Payscales (occasional staff, research assistants)
- Academic Medical
- Starting pay

It was stated there is no obvious discrimination due to set public sector pay scales and that differences are explainable, with many relatable to societal norms. For example, (i) there is a higher concentration of females in part-time roles (ii) traditional career paths per gender still evident e.g. more females in nursery/housekeeping which has a lower payscale than security and crafts, positions mostly held by men and have higher payscales, (ii) those in the highest paid roles started their careers in 1980s/90s. Also, the analysis found evidence of males joining a role on a higher scale point than females through Salary Determinations. i.e., a salary boost on appointment. While the analysis was discussed in full during the presentation, this will not be included in the public report. What will be published is the data itself, quartiles, and the narrative.

Some suggestions were also made on how to combat the pay gap and included:

- *Over-representation of females in lower paid roles*
 - Combat career stereotyping.
 - Targeted recruitment for greater diversity
 - Change the language to increase attractiveness for some roles

- *Buildings & Services*
 - Initiate conversation nationally regarding pay scales for certain types of work
 - Cultural audits.
 - *Overtime & allowances*
 - Regular review of opportunities to earn overtime and allowances and distribution of payments
- *Unclear Payscales (occasional staff, research assistants)*
 - Promote adherence to structured pay rates (occasional staff, research assistants)
- *Academic Medical*
 - Career development for female staff in academic roles
 - Create wider pathways for recruitment
 - Create opportunities for recruitment at multiple levels
- *Starting pay*
 - Greater consistency in determining pay at entry point into the university

The committee members were welcomed to comment, make suggestions and discuss the presentation and report which is set to be published on the 30th of December 2022. (Note: all Irish Universities will be publishing this date).

The committee members agreed the report is alarming and perplexing. A big concern was raised regarding the Day Nursery Salary Scale and the question was asked whether there were plans to do a job sizing on the role. It was noted by multiple individuals that unfortunately this role cannot be graded as the scales are set at a national level and that this is a national level problem. For this scale to be changed requires lobbying. It was noted that a successful Trade Union campaign is already in motion (<https://www.bigstartireland.com/>).

Another issue which was raised was the surprising fact that in an area such as admin staff which has more females than males, men are still

earning more. While in depth analysis was not available yet some suggestions were made to try tease the data out a little more, namely:

- Is there a progression issue from within the University?
- Are A01 males external or internal hires?
- Are women not competing? If so – why?
- Is there a bias in recruitment?
- Do career breaks have an impact?- is there a loss of opportunity?
- What impact does maternity leave have? How long lasting is that impact? 12months? 3 years?

The Head of Workforce Planning mentioned what is established is not a full diagnosis yet and that this will be further investigated. It was mentioned that the Gender Pay gap will be an annual report which will allow for comparisons across the years. Trinity will also be feeding into the Department of Children, Equality, Disability, Integration and Youth report every year through the IUA.

A final question was raised whether this data and findings will be fed through and inform other committees such as the role grading pilot. In response it was stated that with role grading a very high percentage of roles were successful at being re-graded. Instead, what will be brought to further committees is 'Reward and Recognition for professional staff'. Currently there is no way to reward/recognise professional staff, but HR are working on a proposal and will be holding a citizen assembly in the new year on this topic.

ACTION: Update committee on Reward and Recognition citizen assembly and plan in January 2023 HRC

OUTCOME: Chair thanked the workforce planning team for bringing in the data forward and hope that we make progress in TCD and the sector in the next year to close the gap.

** Ms. Gwen Turner and Ms. Grace Bosonnet exit. Prof. Derek Nolan, (STEM nominee) and Ms. Sinead Mac Bride (Equality Committee Representative) also exit, with apologies, due to schedule conflicts**

HRC/22-23/17

HR Operations Update: Focus on Recruitment

Presented by Ms. Eimear Reilly, Deputy Director of HR

The Deputy HR Director gave an update on recruitment statistics and the new interview process framework the resourcing team have been working on.

Statistics: There is a year-on-year growth in recruitment numbers. Previously there were approx. 400/450 competitions a year, this has increased to approx. 600 competitions per year. It was stressed that streamlined processes are important to ensure that this volume can be supported by the resourcing team. Some changes have a positive effect of recruitment experience such as earlier staffing requests i.e., communication between hiring lead and recruitment starting 6-12 months before the role needs to be filled. The aim is to be more proactive with hiring practices and move towards strategic staff planning.

Interview Approaches: A new framework for conducting interviews was developed following on from community feedback. This framework intends to give people options and provide clarity around fair, transparent, cost effective, and environmentally sustainable interview processes.

The framework includes extensive pre-planning and a hiring brief. This includes structured conversations between the resourcing partner and the hiring lead from the onset. The objective is to develop a clear communication plan, a comprehensive timeline, and list the responsibilities of the hiring manager and the resourcing partner.

Specifically, the new framework proposes that interviews for roles up to A01/AP are carried out online if it is a blended role. If the role is

fully in person, then the interview should be held in person. If a stage 2 interview is required, this should be held in person regardless of whether the role is blended or not. In person interviews should be held when you have a maximum of 3 candidates and the panel must be fully in person as well.

For positions higher than A01/AP, 1st round interviews should be held online and 2nd round interviews in person. The panel must be in the room if the candidate is in person.

It was stressed that this is a process improvement plan, not a Recruitment Policy change and will be communicated through soft communication i.e., there will not be a major launch.

The structure of the new framework was positively received by the committee, especially the return of in person interviews. It was remarked that in-person seems a better option for internal-candidates, and, that a return to in-person takes away a reliance on unreliable internet connections. There was some surprise at the volume of competitions handled by the team in a year and that if HR take on Researcher recruitment that this will be quite an increase on an already large operation.

Some concerns were raised by members, which were addressed by the Deputy Director of HR, including:

- (i) A question was raised around the flexibility of the approach, and it was confirmed that this is a framework that would allow agility and flexibility i.e., that it provides a framework for clarity but can always be amended to suit the needs of the competition.
- (ii) There was some concern around the workload for the resourcing team and whether there is sufficient internal resourcing within the recruitment team to implement this framework. In response it was noted that a.) there is an internal shift and streamlining within recruitment which will free up some time, b.) in-person interview arrangements will be made locally, c.) pre-planning and the collaborative effort

between resourcing and the hiring manager from the start will help streamline the process.

OUTCOME: Professional approach welcomed, and presenter thanked for the overview of the new framework

Section C

Items for Noting

HRC/22-23/18

There were no submissions under Section C.

No further items were raised, and the was meeting concluded.

Signed:

Date: