



HUMAN RESOURCES POLICY COMMITTEE

Wednesday 25 June 2014

MINUTES

Present:

Professor Michael Arthur (Chair)
Dame Nicola Brewer
Professor Stephen Caddick
Professor Richard Catlow
Professor Mary Collins
Professor Mary Fulbrook
Mr Phil Harding
Professor Graham Hart
Mr Rex Knight
Professor David Lomas
Professor Alan Penn
Professor David Price
Professor Anthony Smith
Professor Alan Thompson
Professor Jo Wolff

(grade 10) staff, including the normal maximum amount that could be granted to award exceptional contribution.

24A.3 HRPC was invited to endorse the recommendations for a 3% maximum performance-

However, it was recognised that this model could have workload and time implications for managers which would prove challenging for some of the larger UCL departments.

RESOLVED:

- 25.11 That subject to the revision of the draft PDR policy, guidance and procedures at HRPC 4-2 (13-14) to reflect some of the points raised during HRPC's discussion, this be approved for the next stages of consultation through the HRMAG, Trade Unions and all-staff consultation.

ACTION: Nigel Waugh/HR colleagues

26 RECOGNISING AND REWARDING EXCELLENCE: A STRATEGIC REVIEW

Received:

- 26.1 The report at HRPC 4-3 (13-14), introduced by the Director, Policy and Planning, Human Resources.

Reported:

- 26.2 The report at HRPC 4-3 (13-14) invited HRPC to consider the current mechanisms for recognising and rewarding employee excellence and to discuss the proposed principles that should guide future strategy in this area. These included:

Communicating the mechanisms already available in the pay system to reward excellent performance in a clearer reward and recognition toolkit for managers. Including a performance element in the honoraria available to senior post holders and amending the current allowance which has no reference to performance. The introduction of performance ratings (currently only available for professors) for all staff through the staff appraisal system. While HRPC had previously agreed that performance-related pay should not be introduced across the board at this time, it was recommended that, with effect from August 2015, C-rated staff should not receive their next annual increment.

Better promotion of the existing package of UCL employee benefits to all staff and potential staff alongside a review of the current package of benefits with a view to preparing and implementing a range of potential additional as part of an enhanced 'total reward' package.

Making total reward statements available to all UCL employees, publicising the value of the total UCL reward package (e.g. including base pay, allowances, pension benefits, childcare vouchers, sick leave, life cover, annual leave and consultancy leave etc.).

Introduction of a new voluntary healthcare scheme providing cover to staff at highly preferential rates.

Introduction of a new Provost's Excellence Award Scheme, either as a stand-alone scheme with a separate annual or by combining this with other existing award ceremonies into a single annual event.

Development of a cohesive UCL reward strategy document, outlining a series of principles for reward and recognition for staff.

Discussion:

- 26.3 While a number of members of HRPC expressed support for the recommendation to introduce a policy of withholding annual increments for C-rated staff, it was recognised that this would highlight the importance of efforts to ensure that there was

- greater consistency in the process of objective setting as part of the staff appraisal process across UCL.
- 26.4 Although the introduction of performance ratings for all staff which had been proposed as part of the new PDR policy would help to mitigate the risk of equal pay disputes arising from the linking of staff performance to the withholding of automatic annual increments, it was agreed that in the interim it would be desirable to undertake an impact assessment of this policy proposal in order to ensure that it would not give rise to any issues around inequality and gender imbalance given that this would affect only the proportion (57%) of UCL staff in grades 1-9 who currently benefitted from incremental progression.
- 26.5 In welcoming the proposal to introduce a performance element in the honoraria available to senior post holders alongside amending the current allowance which had no linkage to performance, HRPC agreed that it would be important to send the message that senior staff in leadership positions would also be managed on their performance. Accordingly, it was agreed that a proposal outlining a revised performance-related honoraria scheme for senior post holders should be received at a future meeting of HRPC.
- 26.6 It was agreed that it would be useful to receive at a future meeting of HRPC benchmarking data comparing UCL to other HEIs on pay and reward.
- 26.7 HRPC expressed its support for the introduction of a new Provost's Excellence Award Scheme as a stand-alone initiative with a separate annual event to recognise award winners. Some members of HRPC queried, however, if the proposed limit of three nominations per Faculty would be too restrictive in not catering for the range and size of UCL and reflecting its diversity, although it was recognised that some limit on the number of nominations would be necessary.
- 26.8 There were mixed views among members of HRPC regarding the proposed introduction of a new healthcare scheme providing cover to staff at highly preferential rates. While some members of HRPC welcomed this, others expressed concern that UCL should not be seen to be undermining or failing to support the NHS by offering its own healthcare scheme. It was noted that this would be the subject of a separate paper that would be submitted to HRPC in due course.

RESOLVED:

- 26.9 That the guiding principles and proposed actions outlined in section 3 of HRPC 4-3 (13-14) be approved and taken forward by HR colleagues, taking into account the various points raised by HRPC during discussion at Minutes 26.3-26.8 above.

ACTION: Nigel Waugh/HR colleagues

27 ACADEMIC PROMOTION AND REWARD REVIEW GROUP

Received:

Group had been established to review UCL's academic promotion and reward structures.

GARY HAWES

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Academic Services

Student and Registry Services

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17 September 2014