



**UCL**

**31. Matters Arising (Paper 4-20)**

- 31.1. Arising from minute 27.4.c, Net Zero Strategic Case: Richard Jackson, Sustainability Director, to provide an update on the progress of the Net Zero Strategic Case at a future meeting.

**Response:** The paper would be presented to FPPC on 28 March and UMC in April, and so an update would be provided in the summer term.

**Part II: Strategic Items for Discussion**

**32. HR Services Review and Improvement Plans (Paper 4-21)**

- 32.1. Jo Wilkes, HR Services Director, introduced the paper and shared a presentation which high-lighted the improvement activities and how these would be developed to improve performance. The good news stories included:

- a. Recruitment activity: noted that with the introduction of Talentlink and the central recruitment team in place, the amount of time to hire had reduced significantly, with 35,000 applications received and over one thousand people hired. LinkedIn had seen a 300% increase in engagement across UCL posts. The volume of applications was high, but this ensured a good quality candidate pool across all categories of staff. The recruitment and HR Services teams were working in partnership to ensure the candidate experience continued to improve.
- b. Good customer service: the improvements across email enquiries, contact turnaround, time to hire and call drop rate were identified.

- 32.2. The work conducted by KPMG and the recent benchmarking data from the Cubane report revealed that in general HR effectiveness scores had increased, but payroll and benefits had decreased, and this would be addressed. Areas identified for further improvement included:

- Compliance
- Payroll
- Flexible workforce
- Customer Service, a programme of training would be rolled out.
- Service Level Agreements
- Automation
- Improvements (including Unitemps and payroll)
- Start of term planning

- 32.3. The following points were raised in discussion:
- a. A communications plan would help to promote the improvements and positive steps made and to bust the myths around poor performance. Noted that the comms team were working on a wider campaign to

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showcase the positive changes across UCL, and HR Services improvements would be an excellent case study.

- b. Overall, the progress was very positive, but what was the sequencing of improvements and what was being prioritised? Noted that Ian Galloway, Commercial Director and Angela Clark, Head of Recruitment would discuss the commercial framework of Unitemps outside the meeting.
- c. Noted that the team were engaged with other areas of improvement, to align activity and this would be discussed at Termly Increment (TI) Planning.
- d. The importance of engaging with departments across UCL, to set



- b. Resource saving and stopping the wastage of rooms was raised and the team would have a follow up conversation with Ian Dancy, Executive Director of Operations.
- c. It was noted that the data on supply and demand for teaching rooms would be received in approximately two weeks. The timetabling exercise would be completed much earlier than previous years and would give a clear indication of size and shape. Awareness was raised about the late request for rooms, based on the experience of previous years.
- d. Engagement with the Faculties was underway, starting with an Advisory Board next week, with Faculty reps in attendance, followed by meetings with the different Faculties.
- e. The three-year project was aiming high, and it was noted that this was a UCL-wide effort and responsibility.

34.3. Operations Committee:

- a. Fully supported and endorsed the three-year plan and approved the approach to implement the lecturer availability policy.
- b. **Agreed/ ACTION:** DOOs to speak to the Deans about providing their support for the scheduling transformation proposal when it comes to UMC.

**35. Confidential: Soft Services Update (Paper 4-24)**

- 35.1. Exempt from publication, please see confidential minutes as noted in (34.)2 (3)10 (10 (b)6 (i)6

35.1.