



The third ordinary meeting of the Appointments & Remuneration Committee for the 2017/18 session, was held on Wednesday 23<sup>rd</sup> May 2018 in Meeting Room 6, Beit Quad at 12.30pm.

Unconfirmed minutes

Present:	Kate Owen	Appointment & Remuneration Chair
	Alex 'Chippy' Compton	Union President
	Fintan O'Connor	Deputy President (Welfare)
In Attendance:	Jarlath O'Hara	Managing Director
	Angela D'Souza	Administration Support Manager
	Jomana Al Ahmad (Clerk)	Administration Support Officer
	Shola Alabi	Senior HR Manager
Apologies:	Eric Suen	Student Trustee

Item	Action
<p><b>Item 1 - Welcome</b></p> <ol style="list-style-type: none"> <li>Chair welcomed the group to the third meeting of the 2017/2018 year and officially welcomed Shola Alabi to the Committee who is a Senior HR manager from College</li> <li>The Chair pointed out that as well as covering the Agenda items, this meeting will have an open discussion to talk about what worked well over the past year from the Sabbatical officer perspectives and reflect on the findings of the survey results which were carried over the past year.</li> </ol>	
<p><b>Item 2 - Conflict of Interest Declaration</b></p> <ol style="list-style-type: none"> <li>None declared</li> </ol>	
<p><b>Item 3 - Apologies</b></p> <ol style="list-style-type: none"> <li>Eric Suen</li> </ol>	
<p><b>Item 4 - Minutes to Consider from 13<sup>th</sup> February 2018.</b></p> <ol style="list-style-type: none"> <li>Approved as a fair record.</li> </ol> <p>Action Tracker</p> <ol style="list-style-type: none"> <li>ACC provided an update that applications for student trustees are now open and enquired about the interview panel, KO suggested adding an AOB item for Board meeting on 23<sup>rd</sup> May to ask Lay Trustees for availabilities to join the interview panel, so far Chippy, Fintan and Jarlath will be confirmed to be on the panel</li> <li>ACC mentioned that the Officer Trustee handover is currently a work in progress</li> <li>ACC will be working on updating the sabbatical accommodation policy to an information document as this has not been completed yet.</li> </ol>	<p><b>Chippy Compton (Union President)</b></p>

**Item 5 – People/Staffing issues**

1. KO began the discussion by posing the question to sabbatical officers: from your experience, how can we make the organisation a better place? ACC responded that better induction on HR policies at the start of the role would have been beneficial. She pointed out that since time requirements for SABBs can be different, performance management and TOIL etc should be clearly laid out for trustees
2. JOH pointed out that to a large extent, HR policies are the same for sabbatical officers and normal staff
3. SA mentioned that the Contractual terms of the sabbatical officers are held by Union rather than College HR, and therefore the Union Constitution is able to dictate these contractual terms, this means that the disciplinary policy and accountability is different to normal staff. However the majority of staff policies apply to SABBS
4. KO enquired about whether the disciplinary process of a SABB can be reviewed? ACC responded that the current process makes it very difficult for Board to end the appointment of an Officer Trustee, Additionally, there are different disciplinary processes for the role of Trustee and a sabbatical officer, depending in what context the problem arises
5. AS agreed that some roles in College are the same, processes for discipline are different depending on role being played, however there might be an issue when it is difficult to assess whether an issue happened in one role or the other
6. KO requested looking into this to clarify the difference and make the division and disciplinary process clear, for the meantime AS can advise on problems if they arise, AS mentioned that she used to give presentations to go over staff- sabbatical relationship within the Union and utilising them now might be helpful
7. JOH clarified that SABBs are not directly involved in staff management issues as this is through the MD and the line management structure
8. FOC fed back that better management of SABBs is also needed as accountability and responsibility is not always clear, i.e. a SABB may be rewarded more for doing much less than a Coordinator
9. He added that expectations vs Opportunities need to be clear, to ensure that projects are followed through and completed
10. AS suggested creating a document which sets out expectations for behavioural standards and ACC emphasised the need on asking SABBs to be aware of and uphold all relevant policies

**Jarlath O'Hara (Managing Director)**

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<ol style="list-style-type: none"> <li>11. FOC also suggested better scrutiny of pay grades against job descriptions as many staff may feel that they are being paid less whilst taking on many tasks</li> <li>12. JOH responded that the Union is encouraging a culture where staff are pushed to explore opportunities beyond the boundaries of their JD, however this is an opportunity, not an expectation</li> <li>13. ADS pointed out the a number of staff fed back that their JDs do not match the needs of the roles, potentially because some roles have evolved and management may need to look into reviewing JDs, JOH reiterated that there may be a clarification needed on role expectations vs opportunities</li> <li>14. JOH added that the Union is constantly reviewing and changing JDs using College processes</li> <li>15. FOC suggested exploring a staff restructure of: fewer, more skilled staff</li> <li>16. ADS enquired on whether staff perceive the training and development as a rewards</li> <li>17. AS mentioned that in the past, issues did arise with grading of Union staff and added that it is important for the JD to comprehensively outline what the job is as the evaluation process is based on what is written in job description</li> <li>18. AS pointed out that it is also important to consider this on a department basis as some may have limited growth opportunity. AS suggested mapping out the employee journey to ensure that expectations are clear</li> <li>19. KO then posed the question: should we look at re-evaluating job expectations?</li> <li>20. AS added that it is important to think about the type of organisation the Union is, if staff do not perceive the Union as a business environment this may influence their view on expectations</li> <li>21. JOH pointed out that the organisation aims are clear, however we are not clear enough about expectations, and it is important to communicate that upskilling staff is a key focus in this organisation, though they are not necessarily highly paid roles, there is an opportunity to develop which may not be available elsewhere</li> <li>22. KO requested for an evaluation of JDs to take place to ensure if they are in the right place</li> <li>23. KO also suggested looking at development and retention, and whether the organisation can retain a core team, and how it should retain them</li> <li>24. JOH clarified that the Union as an organisation is very clear about promoting development to staff, KO suggested then looking at making development opportunities clear, she added that some people need to be pushed towards growth while others take initiative</li> </ol>	<p><b>Jarlath O'Hara (Managing Director)</b></p> <p><b>Jarlath O'Hara (Managing Director)</b></p> <p><b>Jarlath O'Hara (Managing Director)</b></p>
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<p>number of staff doing work outside their JDs, staff were also not confident that their manager/senior manager understand what they are doing. The final theme is the lack of consistent leadership</p> <ol style="list-style-type: none"> <li>5. KO pointed out that the themes show that good practices exist, however they are not well understood or are not clear</li> <li>6. The Union must ensure that staff understand the developmental opportunities, etc more work to make all themes fit together</li> <li>7. AS added that these problems are general and occur across College too, she added that it is important that the JD clearly articulates expectations</li> <li>8. A clear strategy is also needed on expectations vs opportunities with a process to review grading, AS suggested exploring flexibility of working hours during non-busy periods</li> <li>9. AS suggested exploring the idea of external mentors, ACC mentioned that a lay trustee mentoring programme is underway,</li> <li>10. KO pointed out that as an additional to a Lay trustee mentor who focuses on future goals and direction, an internal mentor for OT to guide them through task completion is also important</li> </ol>	<p><b>Jarlath O’Hara (Managing Director)</b></p>
<p><b>Item 7 – People Strategy outline</b></p> <ol style="list-style-type: none"> <li>1. JOH reported that the strategy will firstly outline principle statements to clarify policies, it will be a group of statements about who we are as an organisation in the certain areas mentioned in the paper</li> <li>2. AS mentioned that the College people strategy is similar and contains key statements</li> <li>3. FOC enquired on whether mental health important to this organisation as it is in College, JOH responded that it is, ACC pointed out that the culture in the Union is not there for people to report or talk about mental health sickness</li> <li>4. KO pointed out that policy statements are important, however, we also need a workforce plan which addresses the key issues mentioned today</li> <li>5. KO mentioned that in the past, workflow was popular but no longer in use, it works by mapping outcomes and requirements, rewards and recognition, leadership and coaching etc for staff</li> <li>6. JOH pointed out that the Learning and development framework has all this information, KO responded that we then need to address the staff’s lack of awareness of it, ADS added that this may be a communications piece</li> <li>7. JOH agreed that a workforce plan is needed to address Performance management, Leadership and accountability, Rewards and recognition etc</li> </ol>	<p><b>Jarlath O’Hara (Managing Director)</b></p> <p><b>Jarlath O’Hara (Managing Director)</b></p>

**Item 8 – Staff Survey**

1. KO enquired about the two different types of surveys carried out and when they are done during the year, the College survey and Union survey, AS provided some context by mentioning that College started doing regular staff surveys in 2012, however, some College departments wanted to gather their own feedback and started their own surveys, the also Union also decided to do their own survey,
2. KO added that the Union needs to decide what they need to do in terms of surveys and if they wish to employ the College one or have their own survey
3. KO enquired about what the Union did does with the results?
4. JOH clarified that last year's results were used to build the 'our commitments to staff' or people strategy, he added that an Interim report was shared with the staff team
5. KO enquired about whether staff should look at results and have the opportunity to suggest ideas so that the process is shared across the organisation, AS clarified that all College departments published their reports and put an action plan based on them and communicated progress, the actions plan are then published and reviewed by Provost Board
6. KO added that surveys ensure that there is communication channels for feedback, but are also essential to consider as part of an action plan
7. ADS mentioned that scores are grouped by directorate, and suggested making directorate meetings the forum for this, Heads of directorates can also put together directorate specific action plans
8. KO enquired about any generic themes which come out of the college survey, AS Shola responded that leadership is a constant theme and fairness of pay
9. KO requested for JOH to look into this with College and pick out the relevant questions and decide on whether to continue having a Union specific survey
8. KO added that communications and conversations within teams need to be done first
9. AS mentioned a College service called confidential care, which offers a staff line to ring, they also keep track of the themes that staff frequently ring about

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**Item 9 – Gender Pay Gap report**

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<ol style="list-style-type: none"> <li>1. JOH presented the data in the report and posed the question: do we want to publish this data? ACC responded that it is important for this to be published in line with our values</li> <li>2. AS pointed out a key point is that senior leadership roles are mainly male, which always skews the results, additionally within college, more women are in part time positions which usually prevents development. AS added that most admin are females, therefore it is worth considering what can be done to encourage more female participation in higher paid role</li> <li>3. ACC added that fewer females also run for leadership elections.</li> </ol> <p>Item 10 –<b>Student Trustee Recruitment</b></p> <ol style="list-style-type: none"> <li>1. KO mentioned that she will raise the point at Board for Lay Trustee volunteers to join the panel</li> </ol> <p>Item 11 – <b>AOB</b></p> <ol style="list-style-type: none"> <li>1. JOH raised a question about the accuracy of the title of this committee and whether it should be changed to represent the work done by the Committee more accurately? The Committee agreed that People, Appointments and Remuneration will be the official name going forward</li> </ol>	<p><b>Kate Owen (A&amp;R Chair)</b></p>
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