

	PAPER NO: HR.01(12)
Committee:	Human Resources Committee
Date:	31 January 2012
Subject:	HR Committee effectiveness review
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Anne Montgomery, Chair of the Human Resources Committee
Recommendation:	That the committee discuss the findings of the self assessment exercise

Executive summary

1. Please see paper.

	Board/Committee	Date
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

Communications – who should be made aware of the decision?	N/A
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HR Committee Self Assessment – January 2012

Introduction

1. Questionnaires were sent to all members of the committee, the Staff Observer, the Executive Director of Finance, the Pro Vice Chancellor (Academic) and the Director of HR (9 people).
2. Responses were received from 7 people, including members of the Executive.
3. Answers were scored as follows:
 - Strongly disagree – 1 point
 - Partly disagree – 2 points
 - Partly agree – 3 points
 - Strongly agree – 4 points

Based on this scoring an average was worked out for each question. Each question scored an average over three, except for induction (2.6). There was an opportunity for each respondent to comment on the seven areas.

Committee Size and Composition

4. Most felt that the committee was the right size.
5. The lowest score overall was for induction with an average of 2.60. This is picked up in the free text comments, e.g. “I am unsure whether new members have needed or received induction training”.

Meetings of the Committee

6. Most felt that there were sufficient meetings of the right length.
7. In this area the lowest score was for good quality information although one member commented that “quality of information and timeliness have improved over time”.

Sufficient Discussion around each agenda item

8. Members felt that there was generally good discussion around each agenda item.

Sufficient Monitoring against planned strategic and operational targets

9. Most agreed that this is an area in which the committee is improving. One member commented that “I am not always clear there is sufficient linkage between the ongoing monitoring and revision of plans to meet strategic targets”.

Chair

10. All agreed that the Chair was effective and led the committee well.

Relationship with Board

11. All felt that the relationship with the Board was effective.

Relationship with Executive

12. All felt that the relationship with the Executive was effective with the caveat that “at times there has been a blurring of boundaries between the role of the Exec and the committee on TU issues”.

Strengths of the committee

13. These were considered to be its operational HR expertise and its attention to and concern for staff.

Weaknesses of the committee

14. These were considered to be its understanding of the corporate culture of LSBU and an occasional lack of clarity over action to be taken.

What does the committee most need to improve?

15. Suggestions included
 - Providing leadership, scrutiny of performance management and safeguarding values
 - Access to KPI type data to give accurate reflection of progress on strategic people issues
 - Frequency of meetings

Other comments

16. One member commented on the problems of oversight of student E&D since the Equality and Diversity Committee was closed. Discussion of E&D across the University is planned for the Board meeting of 24 May 2012.

Terms of Reference

17. The committee may wish to review its terms of reference in light of the self assessment. Current terms of reference are attached as an appendix to this paper to aid discussion.

University Secretary
24 January 2012

Appendix

Human Resources Committee

Terms of Reference

1. Constitution

1.1 Under Article 24 the Board of Governors has established a committee of the Board known as the Human Resources Committee.

2. Membership

2.1 The Human Resources Committee and its chair shall be appointed by the Board from amongst its own members.

2.2 Membership shall consist of the Chairman of the Board, the Vice Chancellor and up to four independent governors.

2.3 A quorum shall consist of two independent governors.

2.4 The chair shall be an independent governor.

2.5 Staff (other than the Vice Chancellor) and Student governors may not be members of the committee.

2.6 One staff governor may be an observer on the committee at the discretion of the chair. The staff governor observer remains bound by their duty of confidentiality as a governor.

3. Attendance at meetings

3.1 The Director of HR shall normally attend meetings.

4. Frequency of Meetings

4.1 Meetings shall normally be held three times each year.

5. Authority

5.1 The committee is authorised under Article 24 to determine or advise the Board of Governors on such matters relating to employment policy as the Board of Governors may remit to them.

6. Secretary

6.1 The secretary to the Human Resources Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

7. Duties

7.1 The committee shall be responsible to the Board of Governors for:

7.1.1 ensuring that there are policies and procedures in place for staff (other than senior post holders) on appointments, promotion, disciplinary, grievance and redundancy; staff development, training and appraisal and that these are kept under review.

7.1.2 ensuring that pay and conditions of employment are properly determined.

7.1.3 ensuring that the University complies with the requirements of employment law and related legislation.

7.1.4 keeping under regular review the staffing and relevant costs of the ongoing strategic plan prior to the draft plan being discussed by the Board.

7.1.5 the consideration and recommendation of the annual estimates of employment costs.

7.2 The committee shall provide advice to the Vice-Chancellor and Chief Executive on:

7.2.1 best practice based on the Committee's direct experience of the management of human resources

8. Reporting Procedures

8.1 The minutes (or a report) of meetings of the Human Resources Committee will be circulated to all members of the Board.

Approved by Human Resources Committee on 25 October 2011

Approved by Board of Governors on 24 November 2011

Membership, 2011/12

Anne Montgomery	Independent Governor (Chair)
David Longbottom	Independent Governor and Chairman of the Board
Prof Martin Earwicker	Vice Chancellor
Steve Balmont	Independent Governor
Maggie Semple	Independent Governor
1 vacancy	Independent Governor

<i>Observer</i>	
Jim Snaith	Staff Governor