

## PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 3 May 2017

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In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University (until 12.25pm)	Mr Mike Roch, Director of Information Services (from 12.25pm)
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Campbell Powrie, Director of Administration (SoSS)
	Ms Candace Albornoz, Assistant to the Secretary	Mr Martyn Spence, Director of Marketing and Communications
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Paul Travill, Academic Registrar
	Mr Mike Bates, Director of Student Recruitment	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Mr Darren Cunningham, Director of Administration (MACS)	Ms Janice Yew, Chief Operating Officer (Malaysia)
In Attendance:	Dr Alicia Greated, Director of Research and Enterprise Services	Ms Vivienne White, Director of Administration (TEX)
	Mr Derek Penman, Director of Administration (EPS)	
	Mr Gordon Duncan, Project Support Manager	Mr Phil Rowsby, Clerk to Research and Knowledge and Exchange Board (RKEB) (for item M17/55.2)
	Ms Lisa Herlihy, Clerk	Miss Molly Sinclair, Observer
	Ms Kimberly Gibb, HR Partner (Professional Services)	Ms Sharan Virdee, Equality and Diversity Officer (for M17/58)
Apologies:	Ms Sue Collier, Director of Governance and Legal Services	Mr Steve Salvini, Project Support Manager
	Mr Malcolm Deans, Director of Campus Services	

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The Chair welcomed the following to the meeting:

- Ms Kimberly Gibb, HR Partner (Professional Services), who was attending her first meeting of the PSLB and would join future meetings to take part in any HR-related discussions;
  - Mr Phil Rowsby, Clerk to RKEB, who had been invited to take part in discussions of M17/55.2 *Research Support and Innovation and Research Finances Transformational Initiative (TI)*;
  - Ms Molly Sinclair, Apprentice to the Secretariat, who was attending the meeting as an observer; and
  - Ms Sharan Virdee, Equality and Diversity Officer, who had been invited to lead discussions around M17/58 *Gender Pay Gap at Heriot-Watt*.
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**MINUTE  
REF  
M17/51**

**MINUTES OF THE MEETING OF 6 APRIL 2017**

The Board received and approved the minutes of the meeting of 6 April 2017

**M17/52**

**MATTERS ARISING REPORT FOLLOWING THE MEETING OF 6 APRIL 2017**

**M17/40.6** – The Academic Registrar confirmed that, following agreement by the Learning and Teaching Board, training for Personal Tutors had been made mandatory. Academic

Registry would develop a short online training module, which would also be accompanied each year by local training on key messages. A process to enable online booking of meetings with personal tutors would form part of the Student Administration Revitalisation Project (SARP) for 2017-18.

**M17/41** – The Chair highlighted that the University Executive had recently reviewed the Quarterly Complaints Report and had also requested additional information in future reports. The Clerk would provide a note of the relevant minute to the Academic Registrar, who would ensure that the information requested by both PSLB and the University Executive was included in future reports.

**M17/42.2** – The Board noted that volunteers had come forward to take part in the drafting workshops for the technician and clerical / secretarial job descriptions. The Director of HRD would contact members outwith the meeting if further volunteers were required.

**M17/50.2** – The Board noted that the Chair and the Director of Information Services had met to progress the review of the Edinburgh Campus telephone system.

**M17/08** – The Board noted that the Chair would be meeting with the Senior Sports Scientist (Oriam) to discuss the development of a global Healthy University Strategy. The Board would receive a revised version of the Healthy University Strategy at a future meeting.

**M16/128** – The Board agreed that the Action Date for developing definitions of a ‘campus’ and a ‘School’ would be altered to the end of 2017, in order to allow focus on other priorities.

## **M17/53**

### **BUSINESS REPORTED BY THE CHAIR (ORAL)**

#### **Retirement of Director of Information Services (IS)**

The Chair highlighted that Mike Roch, Director of IS, was attending his last meeting of PSLB. Mike would be retiring from the University at the end of May 2017. The Chair, on behalf of the Board, thanked Mike for his exceptional work whilst at Heriot-Watt and for his contributions as a member of PSLB. The Director of Administration (TEX) also highlighted the contribution that Mike had made as Chair of the Borders Campus Management Committee.

The Chair highlighted that an advert for the Director of IS position had now been published and that two colleagues in IS would be ‘acting up’ in the interim. The Board agreed that the Chair of PSLB would appoint a new Chair of the Borders Campus Management Committee in due course.

#### **Voluntary Redundancy (VR) Scheme**

The Chair highlighted that open meetings had now been held in all Schools to encourage further interest in the VR Scheme from academic colleagues. Targets for Professional Services applications had been met. An all-staff communication which was scheduled for 3 May 2017 would now include progress against targets for academic applications. The Chair also highlighted that there was flexibility around departure dates and, dependent on business needs, it might be possible to extend a leaving date beyond 30 June 2017. This could, in exceptional circumstances, include a leaving date in late 2018. This message would be emphasised in the all-staff communication.

The Chair confirmed that it would not be possible to release all the Professional Services colleagues who had applied for voluntary redundancy. **Reserved section (Ref: Section 33 FOI(S) A 2002)**

The Board highlighted that workshops in Managing Change would be held for managers across the University from 17 May 2017 onwards. Members, and managers in their teams, were strongly encouraged to attend one of these workshops.

**M17/54 PSLB FORWARD AGENDA**

The Board received and noted the PSLB Forward Agenda, presented by the Chair.

**M17/55 TRANSFORMATIONAL INITIATIVES (TIs)**

**55.1 SARP (ORAL UPDATE)**

The Board received and noted an oral update on progress with the SARP, provided by the Academic Registrar.

The Academic Registrar highlighted the following key points during this item:

- that the Client Relationship Management (CRM) Recruit system was now live at all of the University's campuses. 500 enquiries had been received and 300 applications had been made via the new system. Next steps included working on applicant communications and developing an agent portal which would allow agents to view the progress of relevant applications;
- that the Student Portal pilot was live for Postgraduate Research (PGR) students and that the Postgraduate Taught (PGT) and Undergraduate (UG) portals were being developed for August 2017. The Portal was structured by first by School, then by Level and Campus;
- that a Student Information Desk (SID) development day had been held on 2 May 2017 for Schools and Services. An FAQ Service would be available in January 2018 and a helpdesk service would be piloted for some Services;
- that a web-based room booking system was due to go live in October 2017. This would allow colleagues and students to find and book available rooms for meetings, additional classes and study space. The Chair highlighted that a list of rooms in Schools which the University hoped to include in the booking system would be provided to Directors of Administration for their review;
- that modernisation work was being undertaken in conjunction with the Finance team. A major priority was online payments for the Dubai and Malaysia campuses. The Chair highlighted that she was discussing options with the Director of Finance and had requested further information on the legislative issues in Dubai and Malaysia. A potential source of funding for this work had been identified; and
- that the Academic Registrar and the Directors of Administration had met to discuss priorities for freeing up resources. An initial decision was that the Student Service Centre would perform the monthly Tier 4 attendance monitoring. The Director of Administration (TEX) and the Academic Registrar agreed to discuss how the Borders Campus would fit into this new model.

The Board discussed the abolition of first and second year exams in EPS, which had recently been announced by the Head of School (EPS) for September 2018. The Director of Administration (EPS) confirmed that the School was considering different options for teaching, learning and assessment and that TEX were working closely with EPS to develop these ideas. The Director of Administration (TEX) highlighted that TEX were willing to share their expertise with alternative methods of assessment with any School which might be interested. The Director of Research and Enterprise Services (RES) suggested that Enterprise opportunities could also be extended to UG level as an alternative.

The Academic Registrar clarified that Schools could change their assessment practices via the Studies Committees of Senate. Academic Registry asked to be kept updated on any changes made.

## 55.2 RESEARCH SUPPORT AND INNOVATION AND RESEARCH FINANCES (ORAL UPDATE)

The Board received and discussed an update on the Research Support and Innovation and Research Finances TI, presented by the Director of RES.

The Director of RES provided an update on the TI workstreams, highlighting that the Post-Award Finance workstream had moved from red to amber on the Red-Amber-Green (RAG) rating. The Research Grants Office (RGO) had now set up a working group and were progressing this work. The Director of RES also confirmed that the Business Management workstream was now complete.

The Board discussed a draft diagram which aimed to represent the Research Life Cycle, and proposed a number of changes to this diagram. These changes were designed to separate the issue of strategy from the process of support for research. The Board clarified that strategy was developed by the Deputy Principal (Research and Innovation) and Deputy Principal (Enterprise and Business) and approved by RKEB, the University Executive, the Senate and the Court. Support for research was provided by the Professional Services and this was the focus of the TI.

The Board highlighted that research support provision varied between Schools. Tasks were divided between RES, RGO and the Schools and changes in responsibilities were often made on an ad-hoc basis, with one department assuming responsibility for a task to provide cover when another department was short-staffed. The Director of Administration (EGIS) suggested that it would be very useful to demonstrate to colleagues where they fit into the overall support process, as this was not always clearly understood.

The Board agreed that the Chair would meet with the Director of RES, the Directors of Administration, the HR Partner (Professional Services) and the Clerk to RKEB prior to the University Leadership Forum on 18 May 2017 to develop a draft 'support processes' diagram based on the ideas which had been discussed. Following the development of this diagram, the Director of Administration (EGIS) would work with other colleagues in the Schools to compile a full picture of the research support tasks undertaken.

## 55.3 MARKETING AND RECRUITMENT (ORAL UPDATE)

The Board received and discussed an oral update on the Marketing and Recruitment TI, presented by the Director of Student Recruitment and the Director of Marketing and Communications.

The Director of Student Recruitment highlighted the following points as part of this item:

- that the new Heriot-Watt website had gone live and traffic to the website was increasing as a result;
- that Student Recruitment were now using digital scanners at UCAS fairs to upload details onto the CRM system;
- that the new scholarships in place were producing interest from candidates and this was being translated into applications;
- **Reserved section (Ref: Section 33 FOI(S) A 2002)**

The Board discussed the proposal for a Recruitment Hub, which was currently under development as part of the TI. The Chair queried whether the Directors of Administration were involved in the drafting process, and the Director of Student Recruitment clarified that the Director of Administration (MACS) was being consulted on behalf of the Schools. The Chair advised that the proposal should be presented for approval by the University Executive as soon as possible.

The Board also discussed a common structure for Professional Services in the Schools, which was currently being developed by the Directors of Administration. The Director of

Administration (SoSS) highlighted that this would be a high-level structure which would allow continuity and a joined-up approach across the Professional Services within Schools. The Board agreed that the Chair would meet with the Directors of Administration to discuss this structure.

#### **M17/56 LIBRARY REFURBISHMENT (PRESENTATION)**

The Board received and noted a presentation on the Library Refurbishment Project, presented by the Director of IS.

The Director of IS highlighted that the refurbishment of the Library on the Edinburgh Campus was required to provide high quality study space for students, which was increasingly in higher demand than the hard copy resources the Library had been built to house. In recent years, the Library had undergone refurbishments over the summer to increase the number of seats available, and this number now stood at 825. As part of the Project, the available seats would be increased again to over 1,000, with more space for group work and more informal study areas. The refurbishment would be of a similar design to the Learning Commons which had been opened in September 2016 and which provided a variety of types of study space for students.

The Director of IS explained the changes to the current Library floor plan which would allow the provision of more seats, including the use of compact shelving and open plan working areas for IS colleagues. The Board noted that the building works would take place over the space of two years, with areas closed off for refurbishment whilst other areas remained open for business. The works would also improve the infrastructure of the Library building and resolve issues with systems such as ventilation.

The Director of IS highlighted that a temporary reduction of seats would occur during the building works as areas were closed off. IS would communicate with students to highlight alternative study spaces in the Learning Commons, the Postgraduate Centre and the James Watt Centre during this period.

A member of the Board queried whether the Learning and Teaching Academy would be housed in the refurbished Library. The Director of IS confirmed that this decision had not yet been made and that several options were being considered. The Board also queried whether any upgrade would be made to the external parts of the building. The Director of IS confirmed that this would not be possible due to budget constraints.

#### **M17/57 STAFF PORTAL (DISCUSSION)**

The Board discussed the development of a Staff Portal, which had been raised as a suggestion at the March 2017 meeting of PSLB.

The Director of Information Services confirmed that funds to develop a Staff Portal could be made available from the Systems Modernisation Fund and that several systems options were available. The key issue for the PSLB to consider was the purpose of a Staff Portal and the types of content which would be included.

The Board discussed the purpose of the Portal and agreed that it would be best used as a central point from which colleagues could access the various systems which they used, and as a communication tool. A member of the Board highlighted that SharePoint, the University's intranet, was currently used as a document management tool and suggested that the University would need to consider whether a Staff Portal would replace or work alongside SharePoint.

The Board agreed that the Director of IS would form a small group, including the Director of HRD and the Director of Marketing and Communications, to discuss next steps. This group

would produce a short paper with recommendations for presentation at a future meeting of PSLB.

## **M17/58 GENDER PAY GAP AT HERIOT-WATT (DISCUSSION)**

The Board discussed the Gender Pay Gap at Heriot-Watt, focusing on the discussion prompt provided by the Equality and Diversity Officer.

The Director of HRD highlighted that Heriot-Watt had a 31% pay gap between men and women according to the statistics the University was required to publish. The Board agreed to focus on data relating to the Professional Services, where there was no inequality of pay within grades. The pay gap arose because of a concentration of women in lower graded jobs and men in higher graded jobs.

The Equality and Diversity Officer drew attention to actions agreed in the University's Equal Pay Statement, including:

- ensuring part-time colleagues were fully considered for contribution points and other forms of reward;
- considering how best to advertise and recruit positions to attract applications from both women and men; and
- thinking about the titles of job roles to ensure they did not favour one gender over another.

The Board agreed that HRD would review job titles within the Professional Services to identify those which might be gendered. The Equality and Diversity Officer highlighted that the tendering process for head-hunters now required that any candidate pool include the national averages for women and men. This would be a step towards further gender equality in high-level roles.

The Board considered further steps which could be taken to improve both the University's gender pay gap, and the number of women joining professions which continued to be male-dominated. The Equality and Diversity Office highlighted a new initiative with Fife College which involved articulation of their students onto Heriot-Watt Computer Science and Mathematics degrees. The University had added more flexibility into its course requirements and this had allowed greater opportunity for prospective students. The Equality and Diversity Officer emphasised that members could improve equality issues by being fully aware of the Equal Pay Statement and keeping these issues in mind when managing their areas.

The Board agreed that profiling would be completed for each Professional Services department to identify issues and a plan would then be developed to address these issues. The Board also agreed that, in the future, a bespoke consideration of Malaysia and Dubai would be undertaken, including colleagues employed on behalf of the University by Study World. This would enable the University to understand gender pay issues across its campuses.

## **M17/59 REPORTS FROM THE CAMPUSES, SCHOOLS AND PROFESSIONAL SERVICES (ORAL UPDATES)**

The Chair invited members to report on exceptional items of business from their Campuses, Schools or Directorate.

### **Student Recruitment**

**Reserved section (Ref: Section 33 FOI(S) A 2002)**

### **Academic Registry**

The Academic Registrar highlighted that Graduations would take place at the Edinburgh Campus in June 2017. Colleagues in their first year at the University were encouraged to

attend a graduation ceremony for their interest. Volunteers to assist with the ceremonies, which would take place in Oriam for the first time, would also be very welcome.

**DATE OF NEXT MEETING**

**Date of next meeting: Wednesday 7 June 2017**