Human Resources and Equality & Diversity

Annual Report

August 2014 – July 2015

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The Context – Setting the Scene

August 2014 – July 2015

Looking Back – 1 of 3

This report is the first full summary of Human Resources (HR) and Equality and Diversity (ED) data and performance produced within the new post TxP structure. Also, as a 'post REF' year, some of the data show clear 'post REF' transition trends. The 2014-2015 measurement period has been a year of significant change within the University and HR Directorate specifically.

Notable highlights are:

- The amalgamation of all HR-related functional teams – HR, Systems and Management Information, Staff Development and Equality & Diversity – under one Directorate has facilitated greater alignment of strategy, capability and delivery and brought focus and clarity into the annual planning process

- The HR Business Partner model has started to gain traction and enabled better service and support to the Colleges and Institutes from the HR team

- The production of a new Equality and Diversity strategy, driven by the PVC Equality and Diversity, to cement policy, practice and behaviours

- The launch of a revised and simplified Performance Development Review (PDR) has given an essential platform for performance management

- The development of modern, simplified relevant and ACAS-compliant policies to support the academic employment framework

- The implementation of the University's first ever externally hosted and benchmarked staff survey – Brunel Voice – with Capita – to understand engagement drivers and facilitate action planning

Looking Back – 2 of 3

- The recruitment and appointment of key senior personnel into leadership roles in Colleges and Professional Directorates to drive change and improvement

- The creation of new processes and systems to underpin the HR Directorate and to give much needed data, information and insight across the University

- Being recognised as a shared parental leave pioneer by the organisation Working Families, in recognition of employers who are offering innovative and enhanced policies for Shared Parental Leave in June 2015

- Being recognised in two categories in the Employers Network for Equality and Inclusion Awards in July 2015. Highly commended in the Working Families category for our shared parental leave policy. Shortlisted in the Tapping into Talent category for our women's mentoring scheme

- The fact that the Equality and Diversity approach received high scores in the Brunel Voice survey

- Being a winner in the Know How (our equally different course and well-being work) category in the Business Disability Forum, Disability Smart Awards in December 2014

- That in May 2015, the University announced that three Associate Deans for Equality and Diversity had been appointed - one for each College

- The creation of a Staff Development Strategy Group (SDSG) to align and coordinate the creation, design and delivery of soft skills training

2014-2015 was about building a new foundation and initiating ambitious change to create a sustainable people agenda.

Looking Back – 3 of 3

The remaining challenges for urgent attention include:

- The HR Information System – Northgate – is not fit for purpose in its current design and build. This leads to:
  - Poor process leading to compliance risk and low service levels / errors through repetitive manual processes
  - Time consuming manual administration and reporting; lack of responsiveness
  - Low visibility of key HR metrics e.g. absenteeism, recruitment costs etc.

- Workforce architecture and management of resource is sub optimal with inconsistent workload allocation and a heavy reliance on contract / consultant / temporary workers and hourly paid academic lecturers, causing:
  - Cost inefficiency
  - Performance risk; poor continuity
  - Employee engagement issues; unfair allocation of workload
  - UKVI ongoing compliance risk (mitigated currently by time consuming manual processes)
  - Wide spans of management control could limit effectiveness of performance management

- Organisational resilience remains low and change leadership is essential

- Staff engagement and morale is at the lower quartile for the HE sector; specific stress and wellbeing issues

- Talent acquisition and deployment; succession planning and support for high potentials

- Leadership and management capability requires investment and development to meet the sector challenges

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Looking Forward – 2015-2016 – 1 of 2

2015/ 2016 will be another year of significant transformational change within the HR Directorate that will enable and accelerate the strategy. Initiatives will include but not be limited to:

- A new HR structure, implemented January 2016, to improve service delivery, workload management and increase capability

- Investment in improved HR system functionality. This will lead to better data, greater insight, improved compliance and more robust action planning, specifically:

  - Athena SWAN reporting and submitting by departments for Athena Swan awards. Linking the equality and diversity objectives with the Athena SWAN action plan and the HR Excellent in Research framework

  - Greater analysis of protected characteristics and intersectional disadvantages

  - Understanding the temporary workforce and evolving workforce planning to optimise resource effectiveness and ensure UKVI compliance

  - Implementation and roll out of Sickness Absence within MyView

  - Better cost tracking – recruit/advertising, legal, external training costs, agency spend

  - Improved occupational health data and stress management / monitoring

Looking Forward – 2015-2016 – 2 of 2

- Developing our work in the family friendly arena. Improving the staff experience for Lesbian, Gay, Bisexual and Transgender staff

- In conjunction with Hay Group, a review of total reward, with a focus on performance and recognition and to include equal pay audits and understanding the gender pay gap challenges

- A new Workload Allocation Model to underpin the Athena SWAN action plan and ensure fairness and parity across the University

- Ongoing investment into staff engagement through Brunel Voice and the pulse survey:

  o Focus on managing change (resilience and well being), leadership visibility and communication

- Leverage of the new PDR; development planning and talent management, succession planning and focus on high potentials

- Embedding the PDR culture and addressing under-performance issues where identified

- Investment in Leadership and Management Development through a suite of development solutions:

  o New management development modules

  o Re-launch of 'Aspire' programme for mid career staff

  o Targeted development for leaders for individuals and teams.

The Data

August 2014 – July 2015

Background

This report provides a statistical overview of Brunel University's performance from a Human Resources and Equality and Diversity perspective, with particular reference to the 2014/15 Academic Year. Given that the Equality and Diversity team for staff now sits within the HR Directorate and base data are shared, this report replaces the traditional two separate reports that have been created historically.

Data used in this report were sourced from Brunel's HR system (Northgate ResourceLink). Where possible, Brunel's performance has been benchmarked against comparable Higher Education Institutions using the following sources:

> **DLA Piper Higher Education Sector HR Performance Indicators Report 2014**
> An annual report which incorporates data provided by over 500 organisations including 70 Higher Education Institutions.
> **HEIDI (Higher Education Information Database for Institutions)**
> Online data store of summary HESA return data for all Higher Education Institutions
> **UCEA (University & Colleges Employers Association)**
> Higher Education Workforce Survey 2015
> **CIPD website & HR management periodicals**
> **Equality in Higher Education Statistical Report (Staff) 2015**
> **The Corporate Executive Board (Brunel became a member in 2015)**

Further information in relation to the calculations used within this analysis and an overview of Brunel's performance against the DLA Piper benchmark statists can be found within the appendices. Additional Equality and Diversity data is also within the appendices.

1 Employee Composition

ACADEMIC **SUPPORT** **PROFESSIONAL** **RESEARCH**

1.1

Headcount - Aug 13 to July15
(Perm and Fixed Term)

1.2

Headcount - Aug 13 to July15
(Perm and Fixed Term / Not including Residencies staff)

1.3

Ratio of Professional & Support Employees to Academic & Research Employees

1.4

Headcount Hourly Paid Academic usage by College
Aug 13 to July15

	IPLC	College of Business Art & Social Science	College of Eng, Design & Phys Sciences	College of Health & Life Sciences
■ 12/13	33.17	127.50	158.08	56.00
■ 13/14	48.25	125.92	169.33	50.83
■ 14/15	45.42	139.42	195.58	49.67

1. Employee Composition 1.1-1.4 - comments

The employee composition data are remarkably unchanged year on year:

- A slight increase in total staff numbers (Jul15 vs Jul 14) reflects the slightly depressed headcount in July 14 pre TxP

- The ratios of professional and support staff to academic staff are broadly similar to the sector and lower than our comparators (see table (i))

- Headcount within the Colleges of Engineering, Design and Physical Sciences and Business Arts and Social Sciences have increased slightly

- The data excluding residences show a slight increase in the numbers of professional staff, explained by the increased focus on performance and delivery improvement in these areas, reflected in the Commercial Services IIP Gold Standard award.

Table (i)

Academic to Support Staff Ratio (Headcount)	
Heidi Benchmarkable Data 2013/14	**Ratio**
Queen Mary University of London	1: 1.2
The University of Sussex	1: 1.2
The University of Southampton	1: 1.3
The City University	1: 1.3
Brunel University London	1: 1.4
The University of Surrey	1: 1.5
The University of York	1: 1.5
Loughborough University	1: 1.9
The University of Bath	1: 1.9
The University of Reading	1: 2
The University of Kent	1: 2.5
Royal Holloway and Bedford New College	1: 2.5

Comparator Group Mean	**1: 2**
Sector Mean	**1: 1.5**

1 Employee Composition

1.5

Ethnicity (All staff)
Aug 13 to July15

	White	Asian	Black	Mixed	Other	Not Known
12/13	73.56%	17.30%	4.15%	1.97%	2.31%	0.70%
13/14	72.28%	17.85%	4.38%	2.01%	2.54%	0.94%
14/15	70.28%	18.79%	4.27%	2.46%	2.76%	1.43%
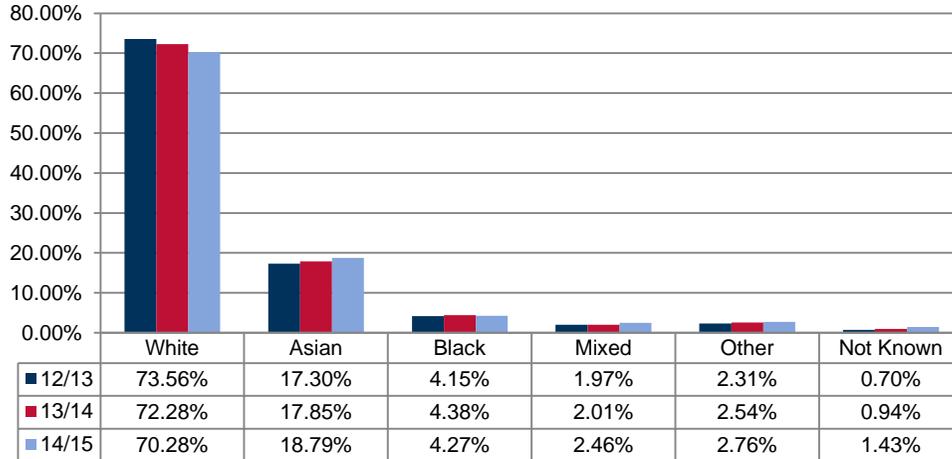
1.6

Disability (All staff)
Aug 13 to July15

	Disabled	Not Disabled
12/13	3.13%	96.87%
13/14	3.01%	96.99%
14/15	3.07%	96.93%
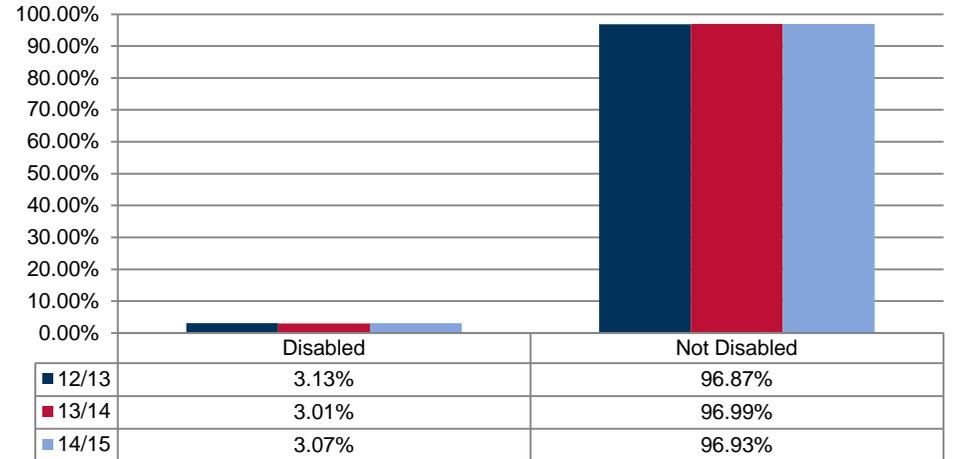
1.7

Gender (All staff)
Aug 13 to July15

	Male	Female
12/13	49.73%	50.27%
13/14	50.61%	49.39%
14/15	49.21%	50.79%
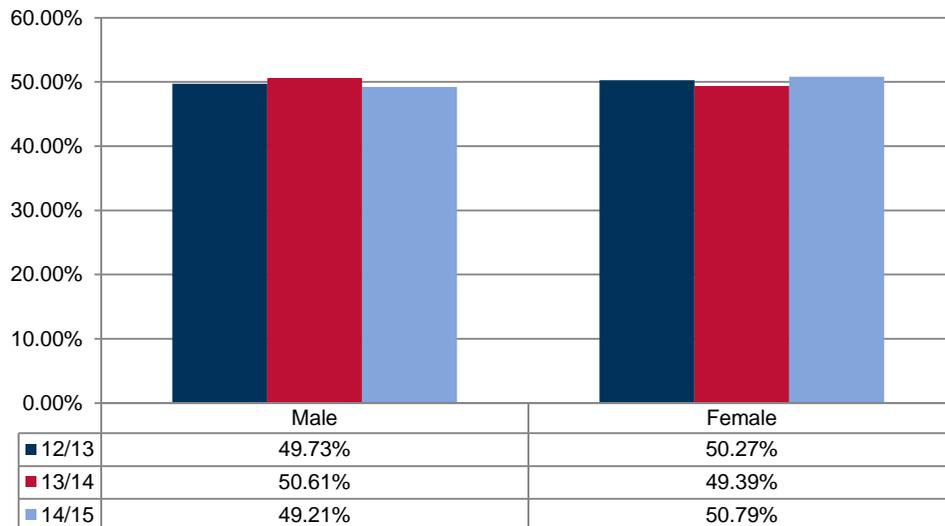
1.8

Age (All staff)
Aug 13 to July15

	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
12/13	6.09%	22.66%	23.43%	25.03%	17.67%	5.12%
13/14	4.72%	22.09%	24.18%	25.25%	18.13%	5.63%
14/15	4.93%	21.81%	23.10%	26.81%	17.65%	5.70%
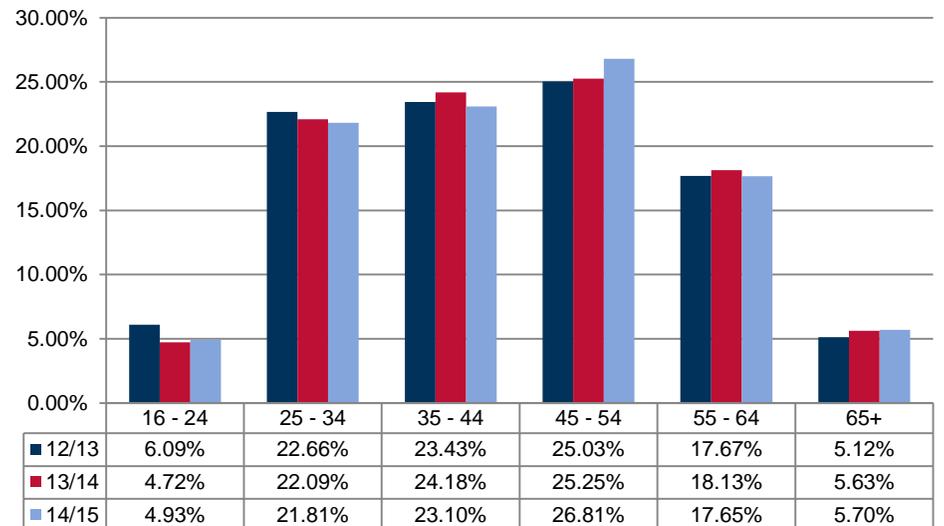
1. Employee Composition 1.5-1.8 - comments

- The University continues to employ a diverse range of staff with over a quarter of our staff coming from an ethnic minority background. Nationally BME staff make up 8.2%.

- The diversity data have shown some change in the past year:

  - A reduction in the percentage of white staff compared with Asian, Mixed and Other

  - 3.07% disabled staff compared with 4.2% in the Higher Education Sector in 2013

  - An increasing age profile in the >age 45 group with significant upward movement in the age 45-54 category

  - Brunel's profile of 'younger' workers, aged under 30, is broadly similar to the HE national data in which 16.9% of the workforce is under 30

  - The Male: Female ratio at 49:51 compares with the national HE average of 52:46 (2013)

1 Employee Composition

Sexual Orientation (All staff)
Aug 13 to July15
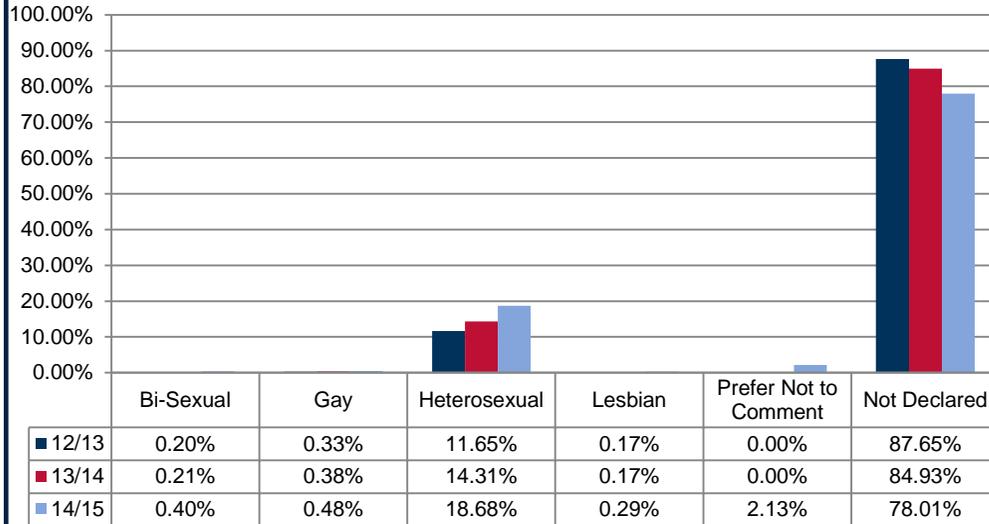
Religion / Belief (All staff)
Aug 13 to July15

	Bi-Sexual	Gay	Heterosexual	Lesbian	Prefer Not to Comment	Not Declared
■ 12/13	0.20%	0.33%	11.65%	0.17%	0.00%	87.65%
■ 13/14	0.21%	0.38%	14.31%	0.17%	0.00%	84.93%
■ 14/15	0.40%	0.48%	18.68%	0.29%	2.13%	78.01%

	Buddhist	Christian	Hindu	Judaism	Muslim	Sikh	Other	None	Not Declared	Prefer Not to Comment
■ 12/13	0.10%	6.43%	0.74%	0.13%	1.14%	0.57%	1.47%	5.35%	84.07%	0.00%
■ 13/14	0.07%	7.64%	0.90%	0.17%	1.22%	0.59%	1.60%	6.77%	81.04%	0.00%
■ 14/15	0.26%	9.45%	1.36%	0.29%	1.58%	0.85%	1.58%	8.02%	75.06%	1.54%

- 80% of our staff chose not to declare or comment on their sexual orientation and 77% chose not to declare or comment on their religion. This compares with 13.7% and 12.5% in institutions monitoring this data. These statistics are probably linked with the design of our HR system and poor data capture

- However, there is a higher percentage of staff this year declaring their sexual orientation (22%) compared to last year (15%), which shows an increasing confidence in staff feeling able to declare this sensitive characteristic to us. We also have a higher percentage of staff declaring their religion/belief to us (25%) than last year (19%).

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1 Employee Composition

1.11

Gender by Academic Grade
14/15 Academic Year

Categories: Professor, Reader, Senior Lecturer, Lecturer, Associate Lecturer
■ Male ■ Female
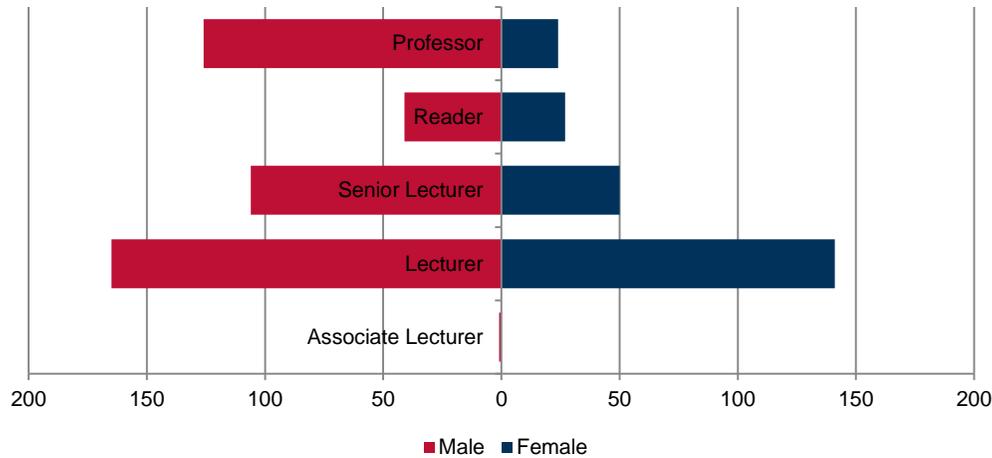
1.12

Gender by Professional / Support Grade
14/15 Academic Year

Categories: H6, H5, H4, H3, H2, S6, S5, S4, S3, S2, S1
■ Male ■ Female
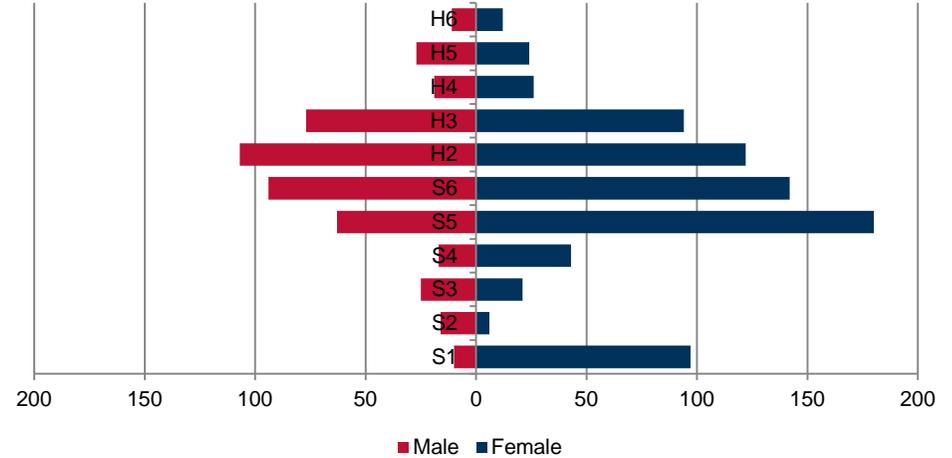
1.13

Gender by Research Grade
14/15 Academic Year

Categories: Other Research Grades, Research Fellow
■ Male ■ Female
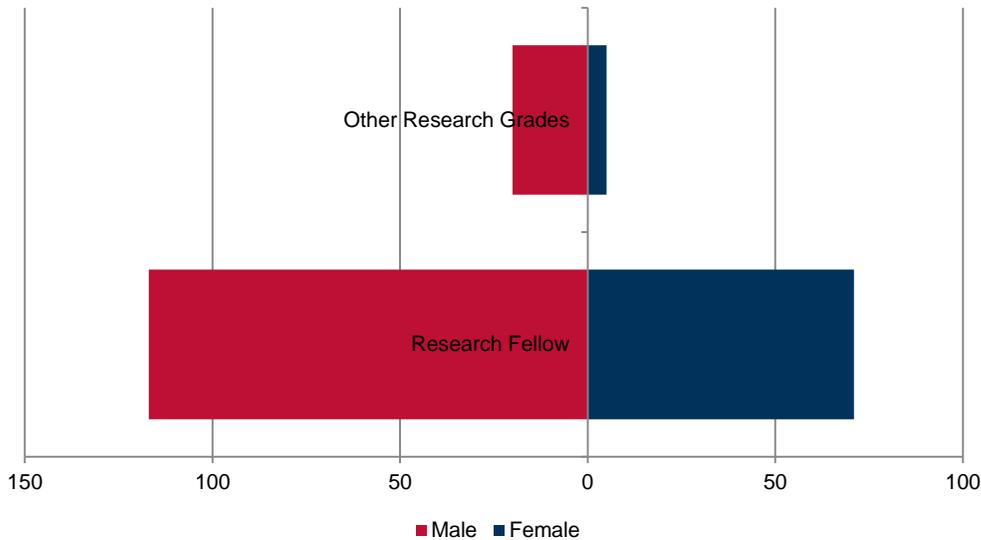
1.14

Gender by College / Directorate
14/15 Academic Year

Categories: College of Business Art & Social…, College of Eng, Design & Phys…, College of Health & Life Sciences, Academic Registrar & Student…, Director of Commercial Services, Director of Comms Marketing &…, Director of Computer Centre, Director of Estates, Director of Human Resources, Director of Planning, Finance Directorate
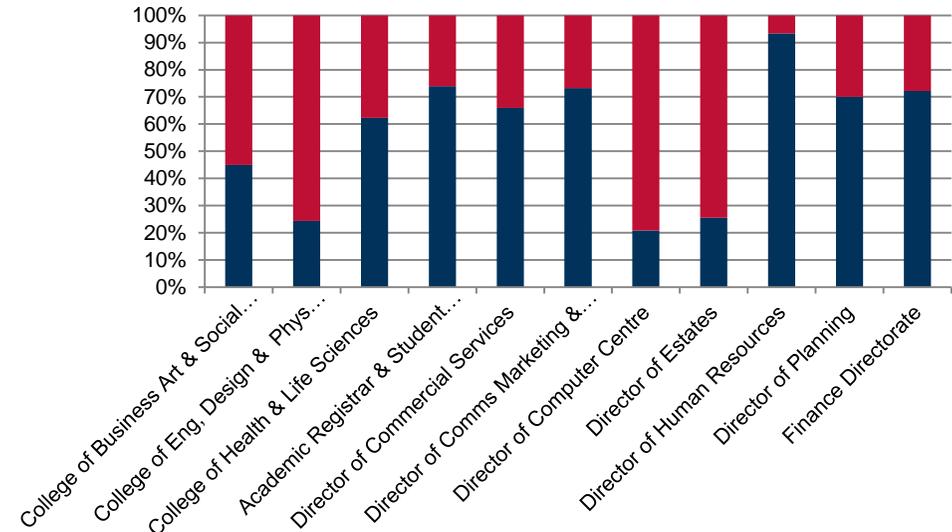
1 Employee Composition – Grade v Gender

- The proportion of women continues to decline the more senior the academic role. Nationally 22% of professors are women but at Brunel, female professors constitute only 16%.

- Brunel has more women than men overall in the professional and support roles.

- For the group of staff on Research only contracts there is approximately double the number of male research fellows compared to female. As a 'feeder' group into more senior academic roles this is concerning.

- There is a low proportion of women in the College of Engineering, Design and Physical Sciences, Computer Centre and Estates.

1.15 Turnover (Total & Voluntary) (all staff)

Line chart values:
- 14.52% (12/13), 13.76% (13/14), 10.19% (11/12) — % Turnover
- 5.52% (11/12), 6.27% (12/13), 7.86% (13/14) — % Voluntary Turnover

— % Turnover   — % Voluntary Turnover

1.16 Voluntary Turnover by College / Directorate

■ 12/13   ■ 13/14   ■ 14/15

Categories:
- College of Business Art & Social Science
- College of Eng, Design & Phys Sciences
- College of Health & Life Sciences
- Academic Registrar & Student Services
- Director of Commercial Services
- Director of Comms Marketing & Stdnt Rec
- Director of Computer Centre
- Director of Estates
- Director of Human Resources
- Director of Operations
- Finance Directorate
- Other (small areas)

1.17 Reason For Leaving (all staff)

	Resignation	End of FTC	Retirement	Dismissal	Redundancy	Death	TUPE
■ 12/13	121	65	23	8	8	3	61
■ 13/14	153	68	32	12	10	2	4
■ 14/15	109	59	29	19	0	1	0

1 Employee Composition – 1.15 – 1.17

- Voluntary turnover continues to rise following TxP as expected as the organisation starts to 'settle'

- Overall turnover at 13.7% is high in comparison with the sector average. UCEA data from 2013 shows that turnover across all HEI staff groups (8.3 per cent) is relatively low compared with the rest of the economy (12.7 per cent) and academic staff turnover was even lower at 7.5 per cent. (There is no comparable data for 2015 as information was presented differently in 2015 survey).

- Leavers from the Academic Registry and Student Services are disproportionately high; some of this is explained by natural retirements; however, the link with low engagement scores is an obvious one that needs exploring

1 Employee Composition

1.18 — Ethnicity of Leavers (Perm & Fixed term)

	White	Asian	Black	Mixed	Other	Not Known
12/13	68.17%	16.61%	5.54%	2.08%	2.08%	5.54%
13/14	51.61%	20.79%	5.02%	1.79%	2.15%	18.64%
14/15	64.19%	28.37%	3.26%	0.93%	0.47%	2.79%
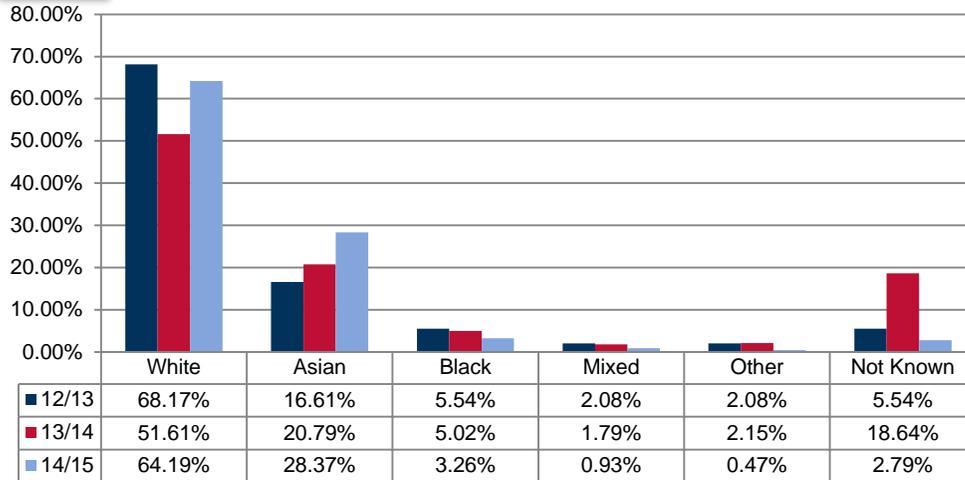
1.19 — Disability of Leavers (Perm & Fixed term)

	Not Disabled	Disabled	Information refused
12/13	96.54%	3.46%	0.00%
13/14	95.70%	4.30%	0.00%
14/15	96.77%	2.30%	0.92%
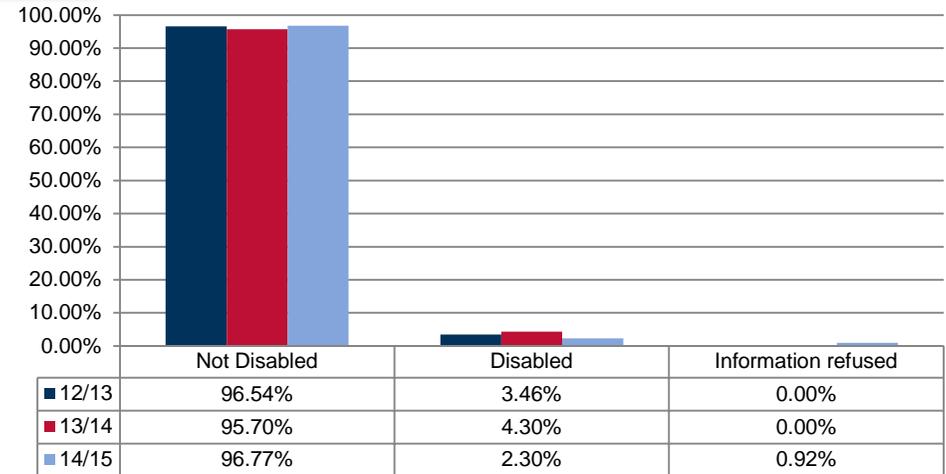
1.20 — Gender of Leavers (Perm & Fixed term)

	F	M
12/13	50.35%	49.65%
13/14	45.88%	54.12%
14/15	48.85%	51.15%
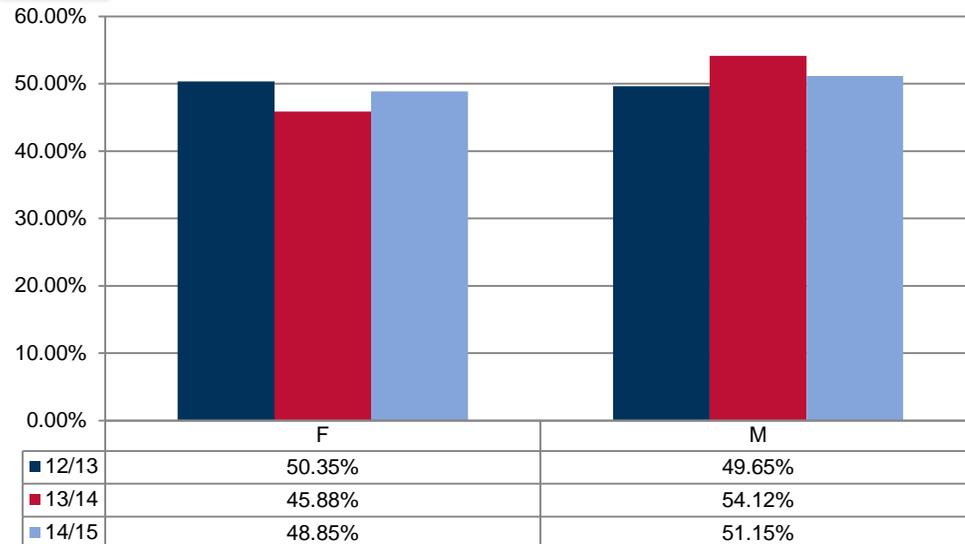
1.21 — Age of Leavers (Perm & Fixed term)

	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
12/13	9.03%	27.43%	27.08%	15.63%	14.58%	6.25%
13/14	11.11%	28.67%	21.15%	17.56%	15.77%	5.73%
14/15	10.14%	33.64%	18.89%	15.67%	13.36%	8.29%
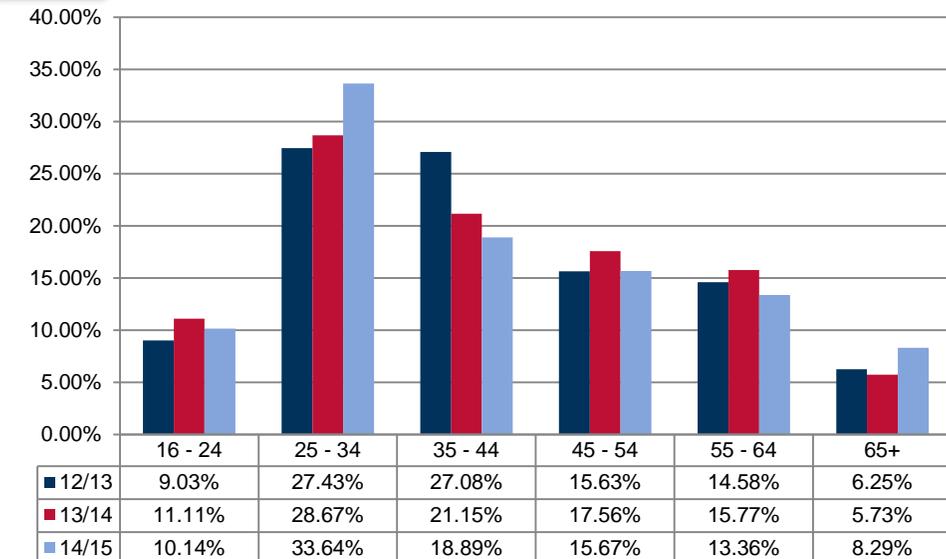
1 Employee Composition – Turnover

- There was a higher proportion of White and Asian staff that left Brunel this year compared with last year

- The proportion of Black, dual heritage (mixed) and staff from other ethnic groups as well as disabled staff that left Brunel this year decreased.

- The gender split of leavers was fairly equal although indicates that men made up a slightly higher proportion of the leavers from a population in which there are more females than males

- The most notable categories for age were the 25-34 and over 65s where there were some small increases in the proportions that left Brunel. The over 65 leaver data was influenced by a slight increase in the number of exits pre-retirement, anecdotally influenced by post TxP changes and also in anticipation of the Universities Superannuation Scheme (USS) changes.

1 Employee Composition

Contract Type

1.22 **Contract Type by year** (Average headcount)

Fixed Term: 736, 971, 919, 944, 983
Permanent: 1697, 1703, 1643, 1587, 1632
Years: 10/11, 11/12, 12/13, 13/14, 14/15

— Fixed Term — Permanent
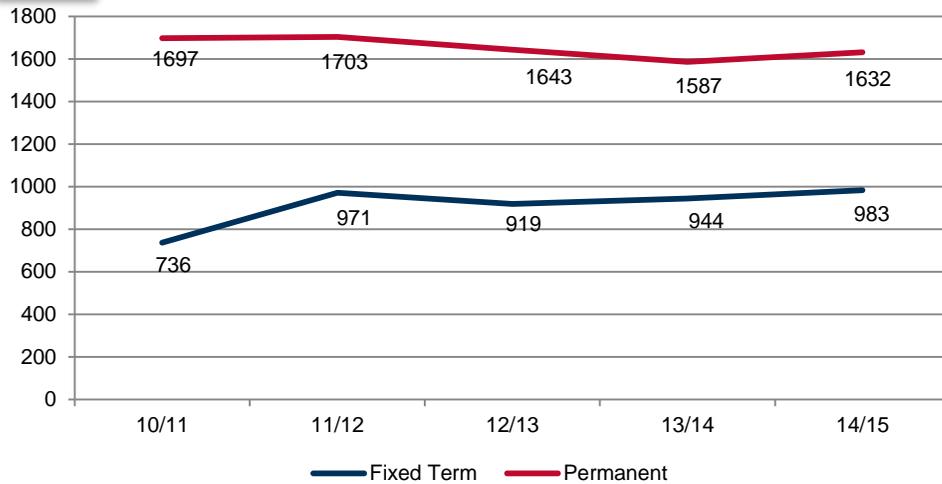
1.23 **Contract Type by Job Type** (Average headcount)

■ Fixed Term ■ Permanent
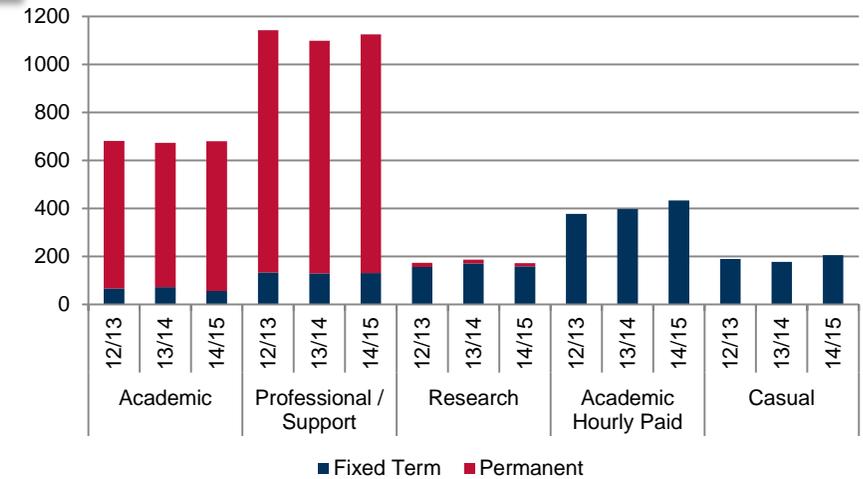
1.24 **Contract Type by College / Directorate** (average FTE)

	College of Business Art & Social Science	College of Eng, Design & Phys Sciences	College of Health & Life Sciences	Academic Registrar & Student Services	Director of Commercial Services	Director of Comms Marketing & Stdnt Rec	Director of Computer Centre	Director of Estates	Director of Human Resources	Director of Operations	Finance Directorate	Other (small areas)
■ Permanent	311.1	286.4	200.6	173.6	142.4	55.1	80.6	43.1	20.9	39.3	46.9	119.4
■ Fixed Term	52.4	165.5	61.1	18.6	11.3	8.1	1.3	0.0	2.0	2.8	3.3	59.7

■ Fixed Term ■ Permanent

1 Employee Composition – 1.22-1.24

- The proportion of the workforce that is fixed term has risen from 43% in 2011 to 60% in 2015; this requires investigation. It could well be appropriate and reflective of an increase in research activity and short term change

- The number of hourly paid academics has risen to average >400 compared with around 700 permanent academics; again this requires greater insight and understanding; instinctively this number is too high.

- A sector comparison is difficult to make as categorisation of hourly paid contracts varies from institution to institution. Table (ii) shows the ratio of all teaching only staff; which, for this institution, includes the hourly paid contracts. HESA is looking at revising these categorisations for future returns to allow better analysis.

Table (ii)

Academic to Hourly Paid Staff Ratio (Headcount)	
Heidi Benchmarkable Data 2013/14	**Ratio**
The University of York	1: 0.2
Queen Mary University of London	1: 0.3
The University of Bath	1: 0.3
The University of Southampton	1: 0.3
Brunel University London	1: 0.5
Loughborough University	1: 0.5
The University of Surrey	1: 0.5
The University of Reading	1: 0.6
The University of Sussex	1: 0.7
Royal Holloway and Bedford New College	1: 0.8
The City University	1: 1.1
The University of Kent	1: 1.1

Comparator Group Median	**1: 0.6**
Sector Average	**1: 0.4**

1 Employee Composition

1.25 Ethnicity (Permanent & Fixed Term)

	White	Asian	Black	Mixed	Other	Not Known	White	Asian	Black	Mixed	Other	Not Known
			Permanent						Fixed Term			
12/13	1358	278	69	24	36	5	840	239	55	35	33	16
13/14	1313	273	66	27	37	4	768	241	60	31	36	23
14/15	1332	293	73	30	35	17	579	218	43	37	40	22

1.26 Disability (Permanent & Fixed Term)

	Disabled	Not Disabled	Not Known	Disabled	Not Disabled	Not Known
		Permanent			Fixed Term	
12/13	59	1706	5	11	439	4
13/14	54	1660	6	12	448	6
14/15	53	1719	8	11	400	6

1.27 Gender (Permanent & Fixed Term)

	Male	Female	Male	Female
		Permanent		Fixed Term
12/13	845	925	271	183
13/14	821	899	290	176
14/15	845	935	252	165

1.28 Age (Permanent & Fixed Term)

	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
			Permanent						Fixed Term			
12/13	12	292	460	565	399	42	57	157	96	61	38	45
13/14	9	265	435	560	399	52	53	159	110	61	41	42
14/15	18	282	446	585	388	61	60	152	92	47	31	35

1 Employee Composition

1.29 International staff %

	UK	EU	Non-EU
12/13	74.63%	11.98%	13.39%
13/14	73.94%	11.95%	14.11%
14/15	74.52%	12.28%	13.20%
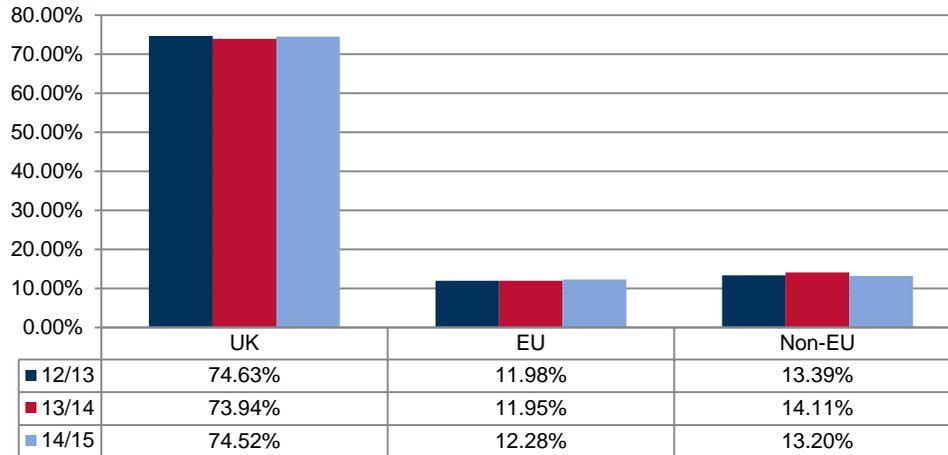
1.30 Certificate of Sponsorship Tier of employees (exc. Jobshop)

	TIER1	TIER2	TIER4	TIER5
12/13	4	35	13	0
13/14	5	58	25	1
14/15	4	82	16	4
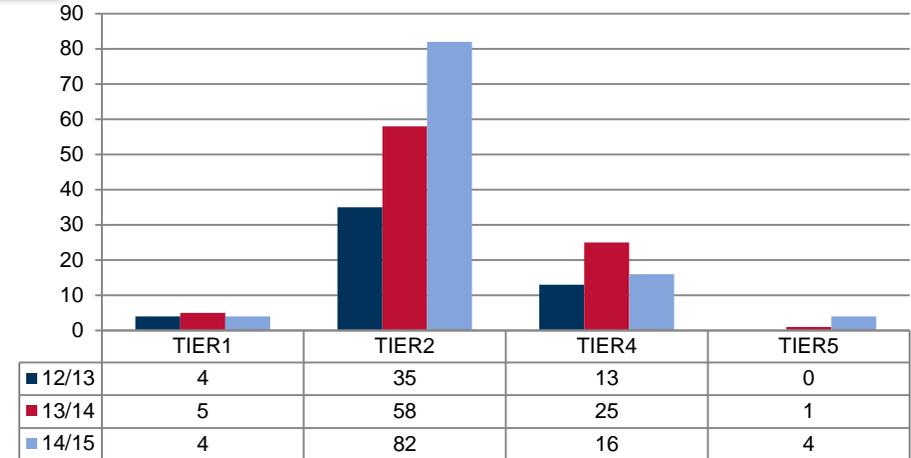
- Males occupy a higher proportion of full-time contracts, driven mainly by the higher proportion of males in research posts
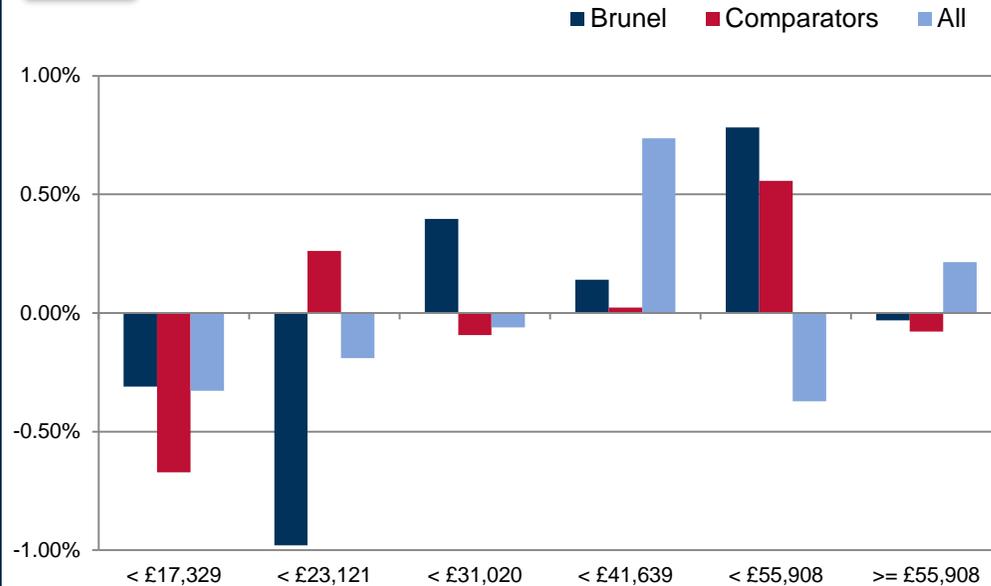- The University employs on average 450 Jobshop students of which an average of 120 are on Tier 4 Certificates of Sponsorship.
- Tier 2 sponsorship has increased by 41%, reflecting our skills challenges. This is in line with sector trends. However for this institution it is directly linked to the success of BCAST.
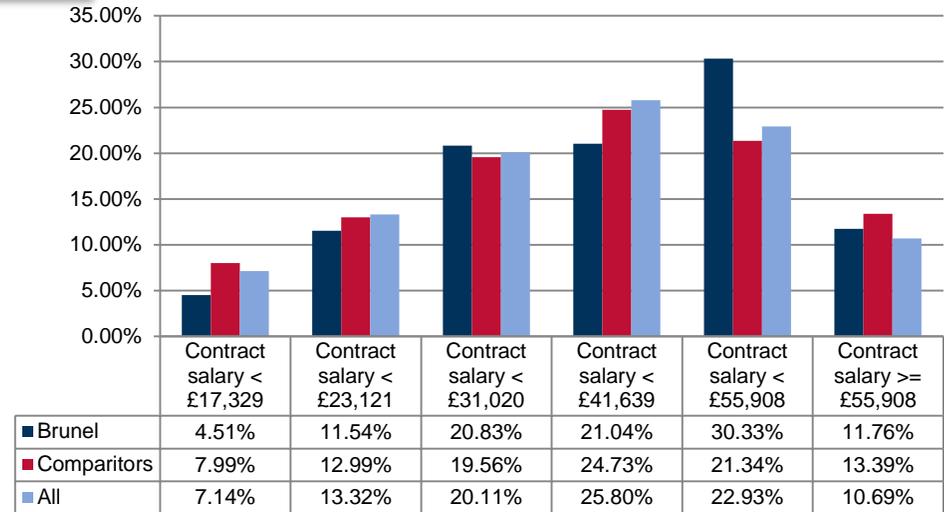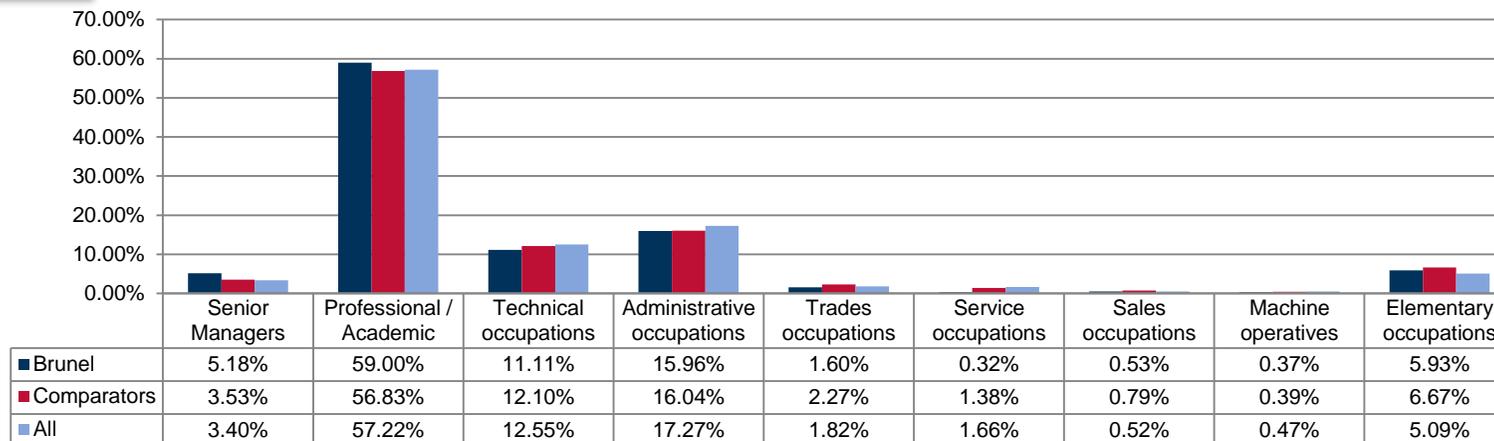
1 Employee Composition

1.31 % FTE change by salary band

Legend: Brunel, Comparators, All

X-axis: < £17,329, < £23,121, < £31,020, < £41,639, < £55,908, >= £55,908

1.32 % FTE by Salary band (latest year only)

	Contract salary < £17,329	Contract salary < £23,121	Contract salary < £31,020	Contract salary < £41,639	Contract salary < £55,908	Contract salary >= £55,908
Brunel	4.51%	11.54%	20.83%	21.04%	30.33%	11.76%
Comparitors	7.99%	12.99%	19.56%	24.73%	21.34%	13.39%
All	7.14%	13.32%	20.11%	25.80%	22.93%	10.69%

1.33 % FTE by activity type

	Senior Managers	Professional / Academic	Technical occupations	Administrative occupations	Trades occupations	Service occupations	Sales occupations	Machine operatives	Elementary occupations
Brunel	5.18%	59.00%	11.11%	15.96%	1.60%	0.32%	0.53%	0.37%	5.93%
Comparators	3.53%	56.83%	12.10%	16.04%	2.27%	1.38%	0.79%	0.39%	6.67%
All	3.40%	57.22%	12.55%	17.27%	1.82%	1.66%	0.52%	0.47%	5.09%

Benchmark Universities
University of Bath,
City University,
University of Kent,
Loughborough University,
Queen Mary & Westfield College,
Royal Holloway,
University of Reading,
University of Southampton, University of Surrey,
University of Sussex,
University of York

1 Employee Composition – Sector Benchmarks

- Our salaries are broadly in line with sector and comparator organisation norms

- There is a slight trending (as in 2013/14) towards an increase in higher paid roles

2 Talent / Career Development

2.1 **% of eligible staff by gender at each stage of promotions**

Legend: ■ % applied (F) ■ % applied (M) ■ % recommeded at stage 1 (F) ■ % recommeded at stage 1 (M) ■ % Successful (F) ■ % Successful (M)

To Chair/Professor

To Reader

To Senior Lecturer

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2 Talent / Career Development

2.2 **% of eligible staff by White/BME at each stage of promotions**

- ■ % applied (BME)
- ■ % applied (White)
- ■ % recommended at stage 1 (BME)
- ■ % recommended at stage 1 (White)
- ■ % promoted (BME)
- ■ % promoted (White)

To Chair/Professor — chart of % applied, recommended and promoted by year (2008-9 to 2014-15)

To Reader — chart of % applied, recommended and promoted by year (2008-9 to 2014-15)

To Senior Lecturer — chart of % applied, recommended and promoted by year (2008-9 to 2014-15)

2 Talent / Career Development – Promotions

- This year has seen a huge increase in the proportion of women both applying for, being recommended for and being successful in appointments to Chair/Professor, reader and senior lecturer positions compared with last year. The same increases in applications and success for BME staff has also taken place

- In the last academic year we had 12 women on the external Aurora scheme and 15 women on the Brunel internal mentoring scheme. Seven women who participated in these schemes achieved promotion or other significant achievements.

2 Talent / Career Development

2.3 **% of employee PDRs started and completed by College / Directorate**

Legend: ■ % started ■ % completed
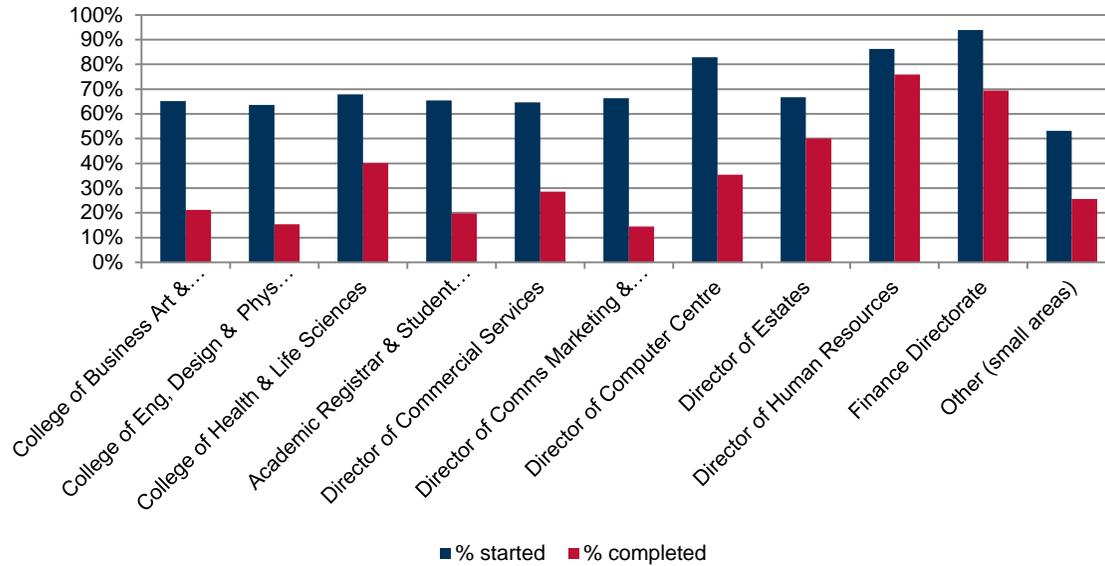
|	Eligible Headcount	Started	Completed
College of Business Art & Social Science	359	234	76
College of Eng, Design & Phys Sciences	437	278	67
College of Health & Life Sciences	262	178	105
Academic Registrar & Student Services	162	106	32
Director of Commercial Services	133	86	38
Director of Comms Marketing & Stdnt Rec	104	69	15
Director of Computer Centre	82	68	29
Director of Estates	42	28	21
Director of Human Resources	29	25	22
Finance Directorate	49	46	34
Other (small areas)	203	108	52
Grand Total	**1862**	**1226**	**491**

- As at 31/12/15, and covering the performance period ending 31 July 2015, 82% of staff had engaged in PDR activity with 36% having completed the process. This compares with a completion rate of 66% (compared to 85% in the Brunel Voice HE organisations surveyed by Capita) stated in the Brunel Voice survey for 2013/2014.

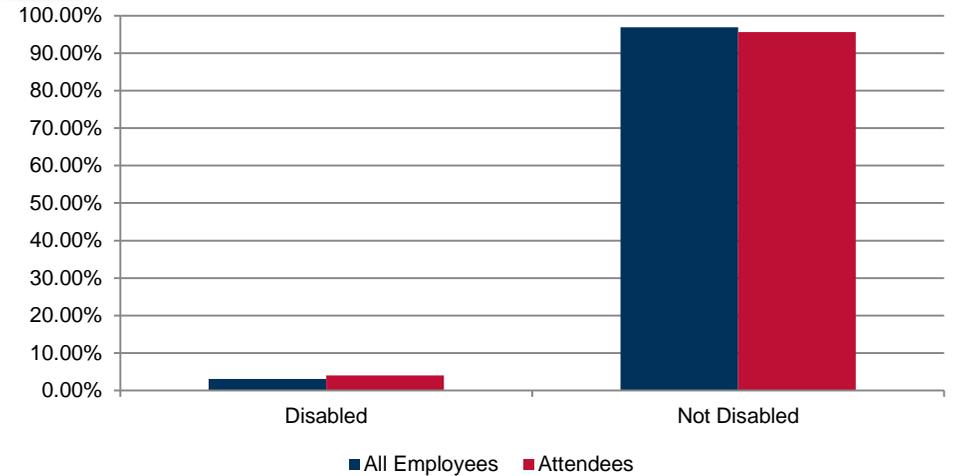*This page is intentionally left blank*
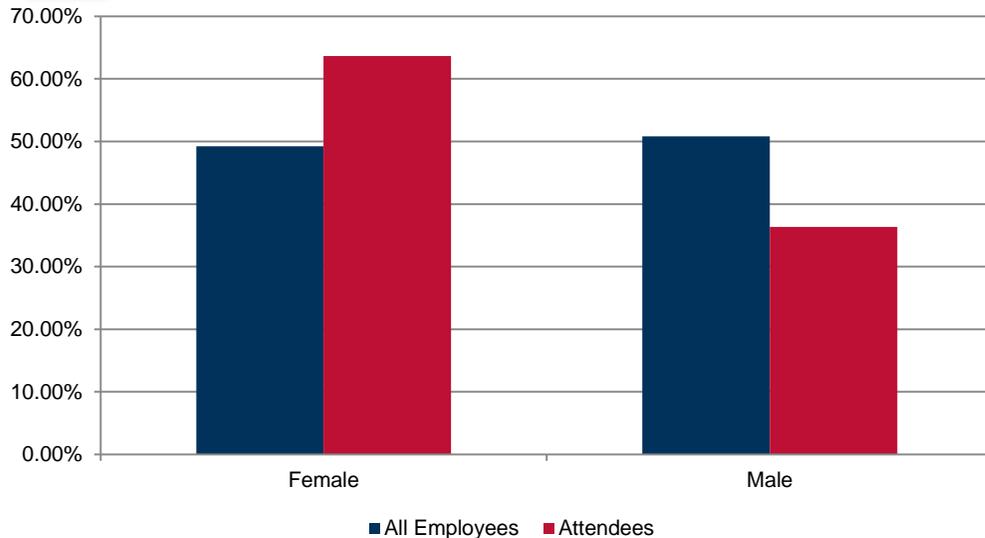
2 Talent / Career Development

Training

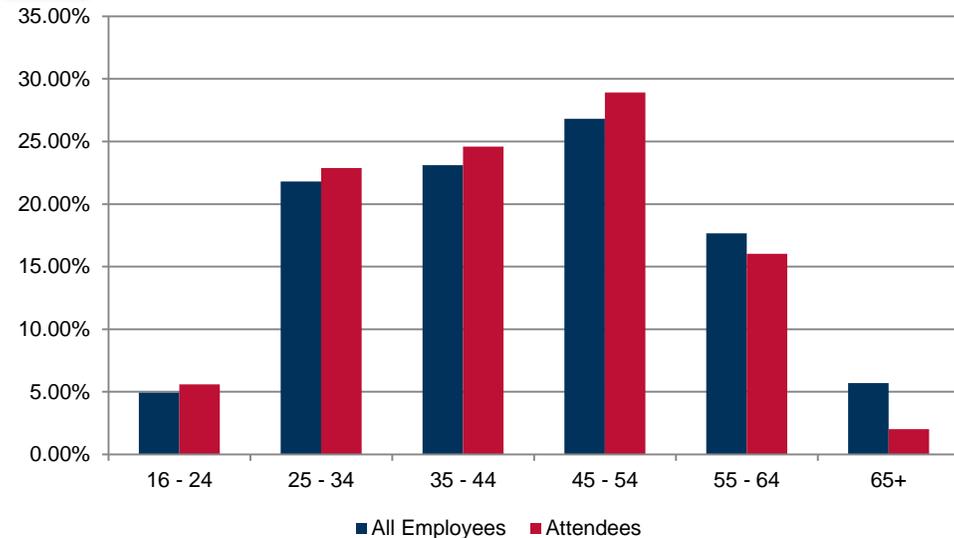**2.4** **Training attendees by Ethnicity (14/15 only*)**
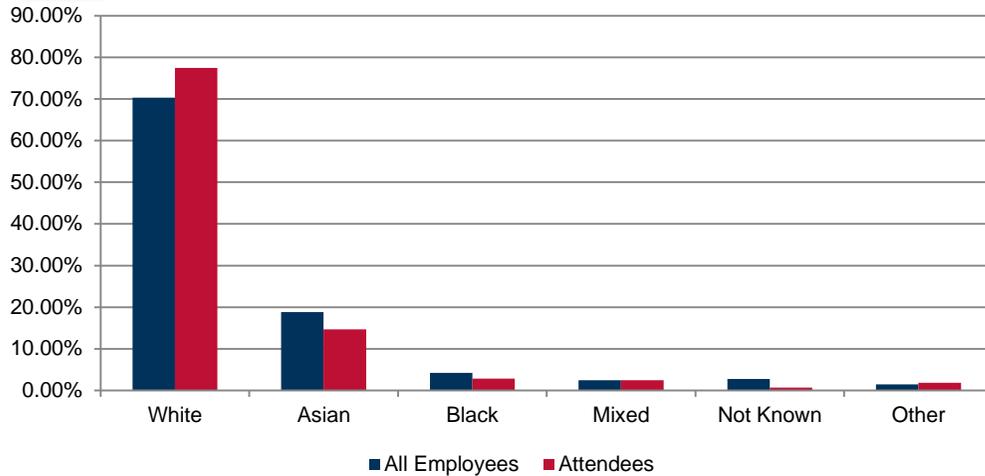
2.5 **Training attendees by Disability (14/15 only*)**

2.6 **Training attendees by Gender (14/15 only*)**

2.7 **Training attendees by Age (14/15 only*)**

Brunel University London   *only 14/15 data is available so a comparison has been made against all employees. Next year will have year on year comparisons
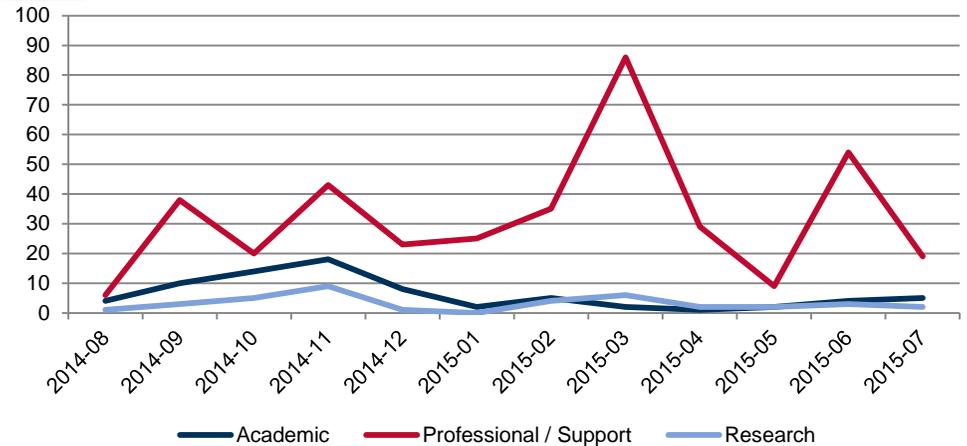
36

2 Talent / Career Development – Training

- A slightly higher proportion of White staff attended training compared with ethnic minority staff. The ethnic minorities' staff network group has raised concerns about ethnic minority staff access to training over the past six months

- Disabled staff attend training in slightly higher numbers, although the numbers are not statistically valid

- A higher proportion of women attends training courses compared with men

- Staff aged between 16-55 is more likely to attend training than those over 55.

2 Talent / Career Development

2.8 Courses attended by month (14/15 only)

Legend: Academic — Professional / Support — Research
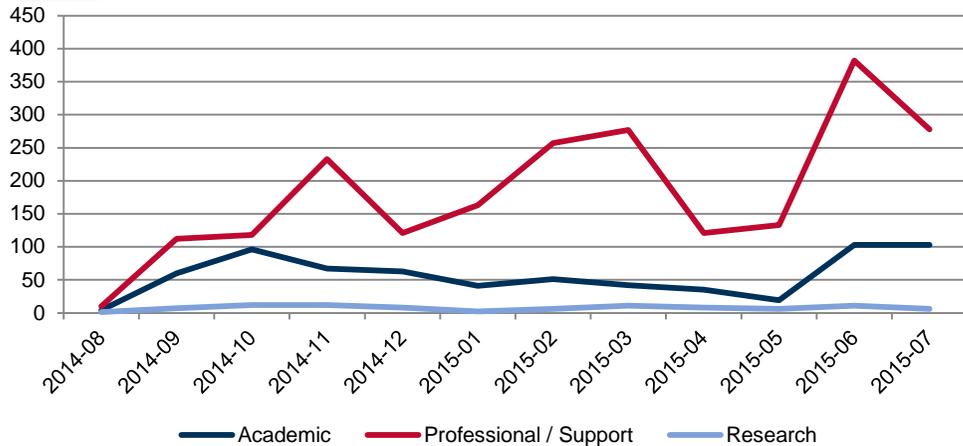
2.9 Mandatory training courses attended (14/15 only)

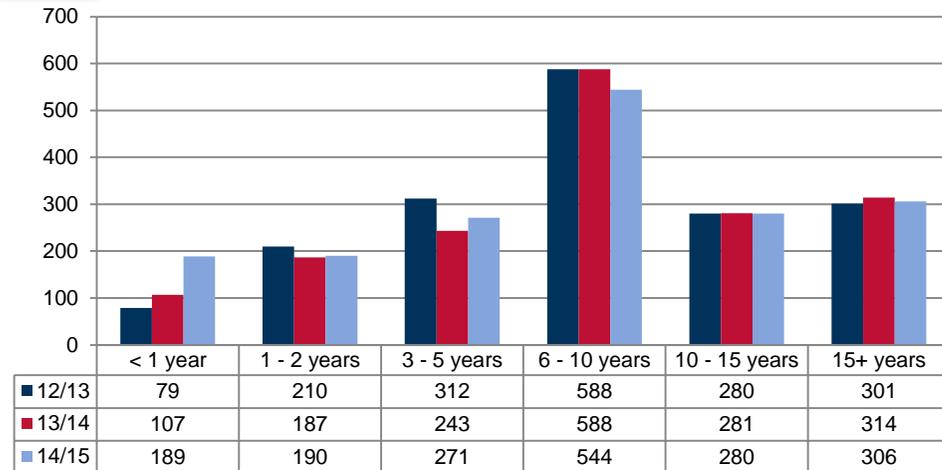Legend: Academic — Professional / Support — Research

- During the reporting period 68 members of staff completed the on-line equality training – 'Diversity in the Workplace', via the Marshall's on-line training programme

- In addition 179 people completed the mandatory 'Equally different' training course delivered by Staff Development

- The UKVI mandatory training sessions in June and July were attended by over 400 staff with 100% of senior management attending
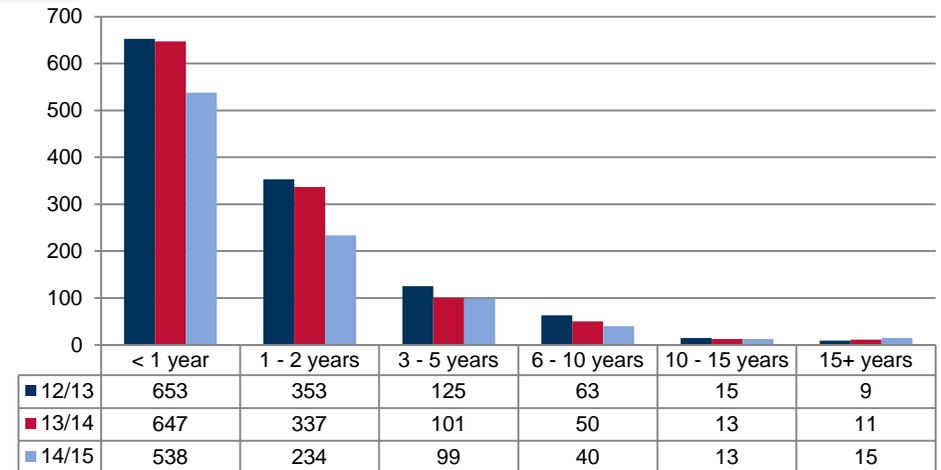
2 Talent / Career Development

Length of service

2.10 | **Length of Service** (permanent only)

12/13	< 1 year	1 - 2 years	3 - 5 years	6 - 10 years	10 - 15 years	15+ years
12/13	79	210	312	588	280	301
13/14	107	187	243	588	281	314
14/15	189	190	271	544	280	306

2.11 | **Length of service** (fixed term only**)**

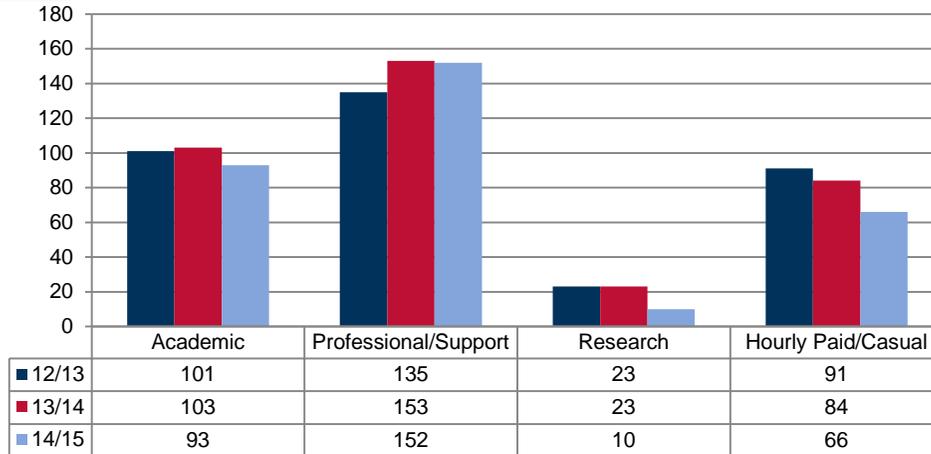|	< 1 year	1 - 2 years	3 - 5 years	6 - 10 years	10 - 15 years	15+ years
12/13	653	353	125	63	15	9
13/14	647	337	101	50	13	11
14/15	538	234	99	40	13	15

- Brunel has a long service profile with 1/3 of the permanent staff with >10 years' service

- 20% of the permanent staff has less than 2 years' service; a reflection of the degree of change in the past two years

- The slight increase in 15 year+ fixed term contracts may be due to more staff taking up flexible retirement options
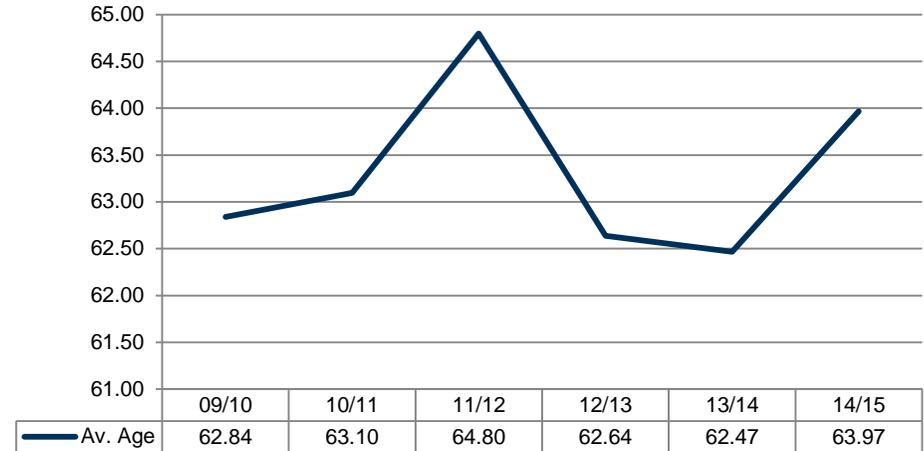
2 Talent / Career Development

2.12 Headcount of employees aged 60+ by contract type

	Academic	Professional/Support	Research	Hourly Paid/Casual
12/13	101	135	23	91
13/14	103	153	23	84
14/15	93	152	10	66

2.13 Average age of retirees by year

	09/10	10/11	11/12	12/13	13/14	14/15
Av. Age	62.84	63.10	64.80	62.64	62.47	63.97

2.14 Course attendance for "Planning Ahead for Retirement" and "Mid Career Financial Planning"

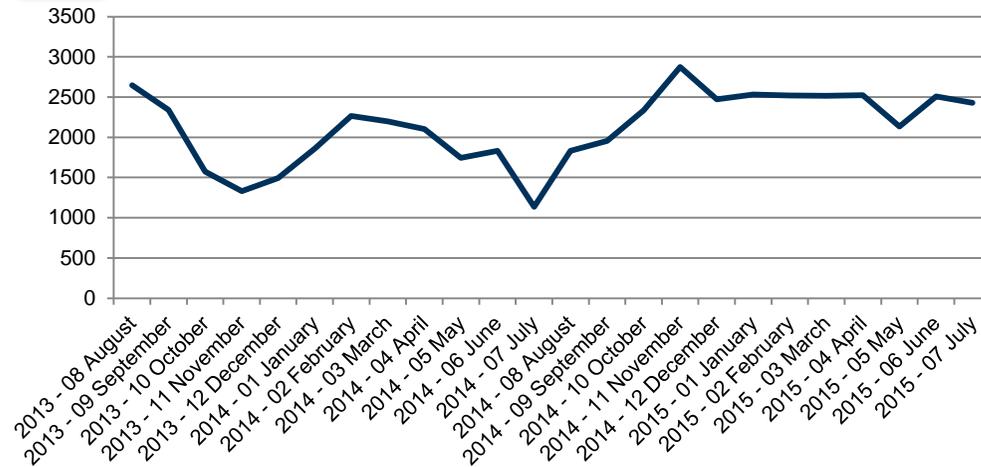|	2011	2012	2013	2014	2015
Mid Career Financial Planning	0	7	10	12	6
Planning Ahead for Retirement	18	5	9	11	10
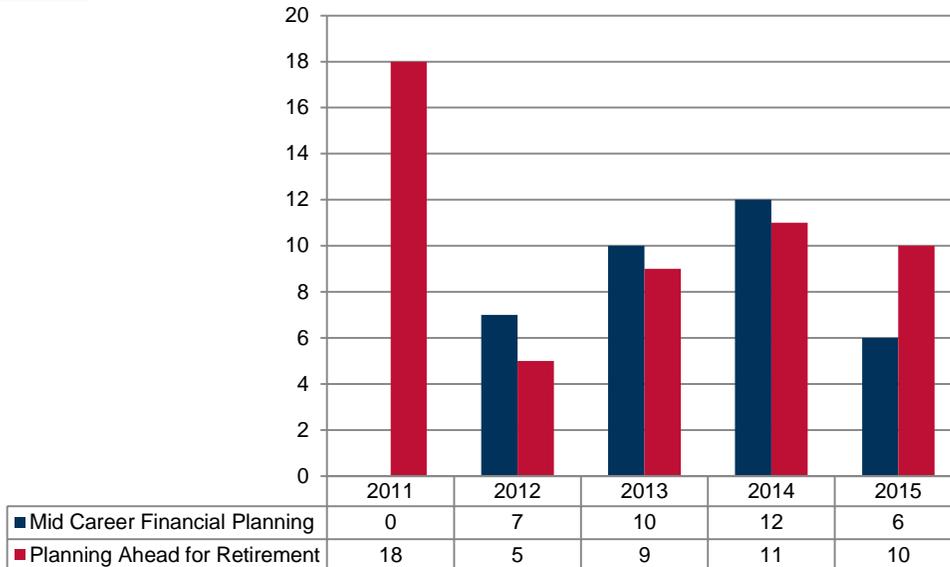
The ageing workforce profile illustrates the importance of investing in pre-retirement seminars and succession planning. The changes to the USS pension scheme will also createmore discussions of flexible retirement.
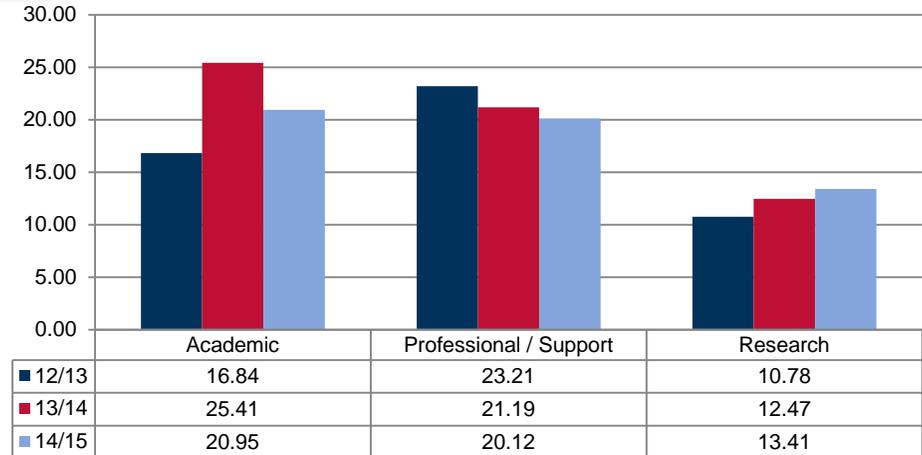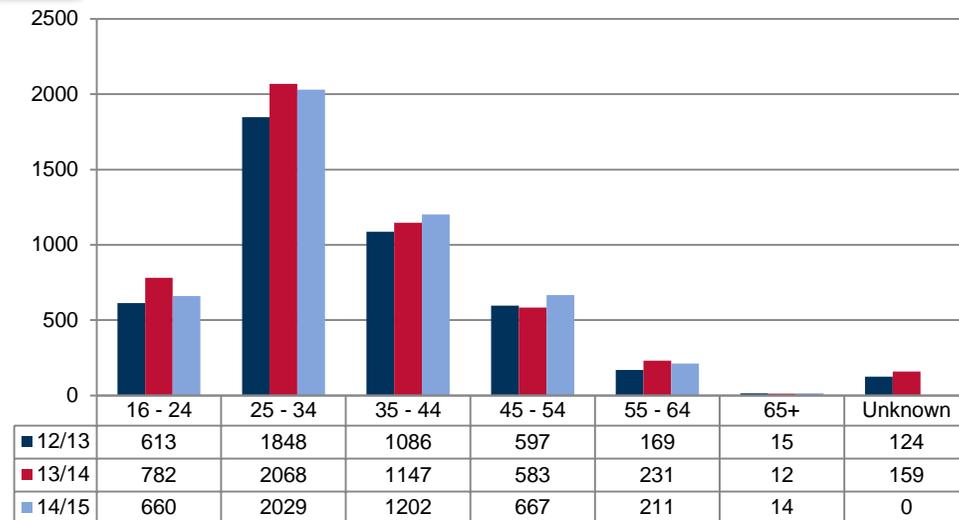
3 Talent Acquisition

3.1 Applicants by month

3.2 Average applicants per vacancy

	Academic	Professional / Support	Research
12/13	16.84	23.21	10.78
13/14	25.41	21.19	12.47
14/15	20.95	20.12	13.41

3.3 Applicant age brackets

	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	Unknown
12/13	613	1848	1086	597	169	15	124
13/14	782	2068	1147	583	231	12	159
14/15	660	2029	1202	667	211	14	0

3.4 Applicants by ethnicity

	White	Asian	Black	Mixed	Other	Info Refused	Unknown
12/13	2314	1148	322	186	81	46	355
13/14	2793	1392	325	273	116	57	26
14/15	2372	1695	471	218	211	28	25
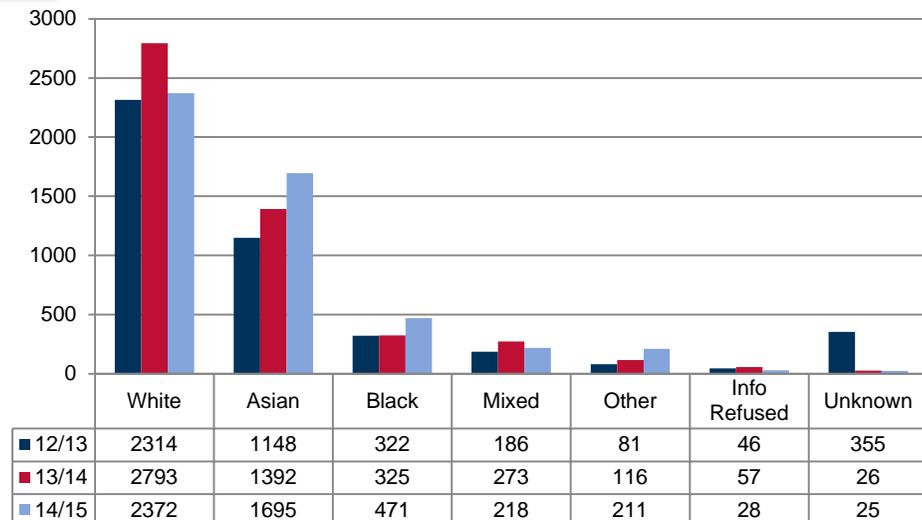
3 Talent Acquisition

3.5 Applicants by disability

	Disabled	Not Disabled	Refused	Unknown
12/13	116	3995	10	331
13/14	136	4456	36	354
14/15	144	4858	37	462

3.6 Average applicants by gender

	Female	Male	Unknown
12/13	1992	2245	215
13/14	2312	2450	220
14/15	2657	2618	226
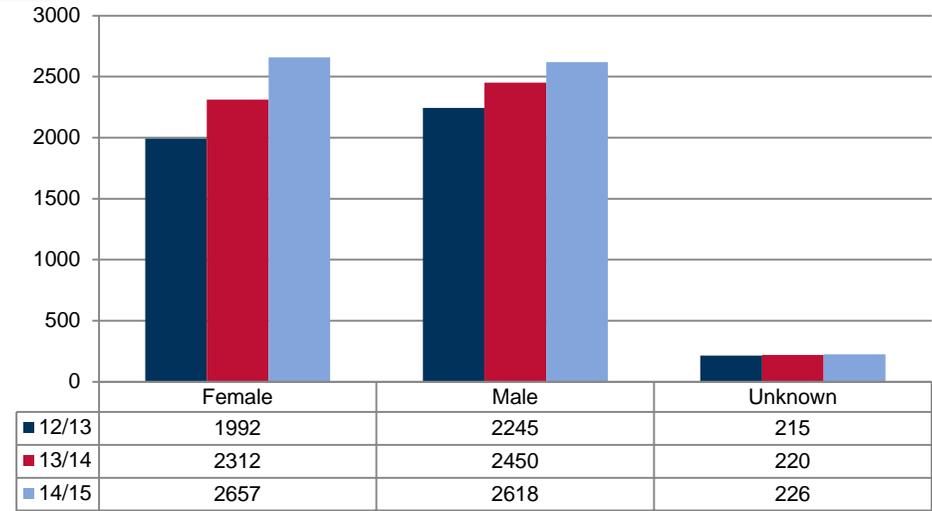
3.7 Applicants by sexual orientation

	Bi-Sexual	Gay	Heterosexual	Lesbian	No Comment
12/13	61	79	2997	9	1306
13/14	57	63	3313	23	1526
14/15	90	72	3763	18	1558
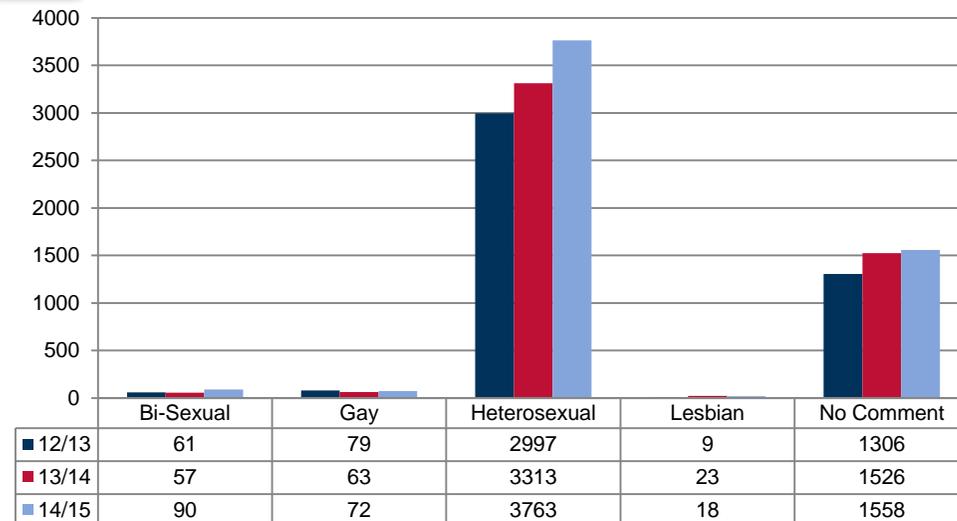
3.8 Applicants by Religion / Belief

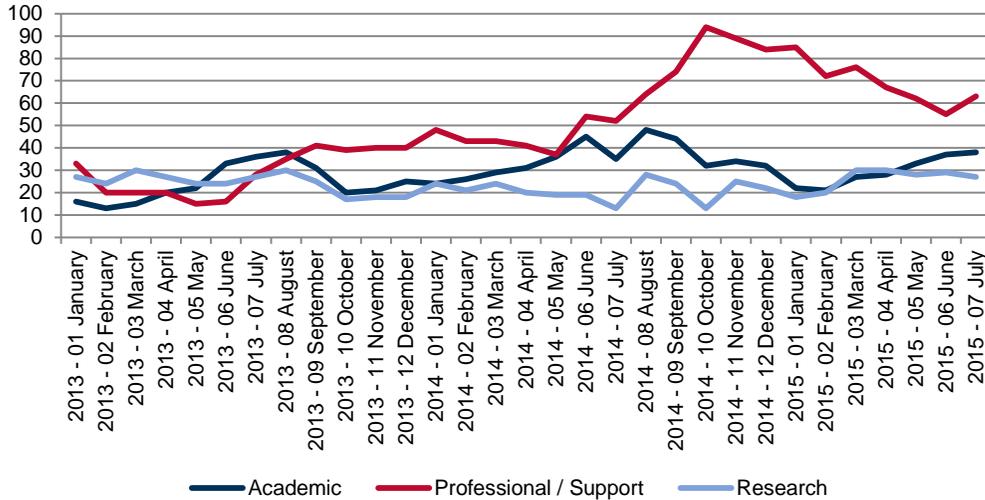|	Buddhist	Christian	Hindu	Jewish	Muslim	None	Other	Sikh	Spiritualist	No Comment
12/13	61	1211	267	29	414	1095	87	76	0	1208
13/14	69	1277	297	30	477	1218	98	103	16	1397
14/15	79	1539	415	24	559	1178	99	171	31	1406
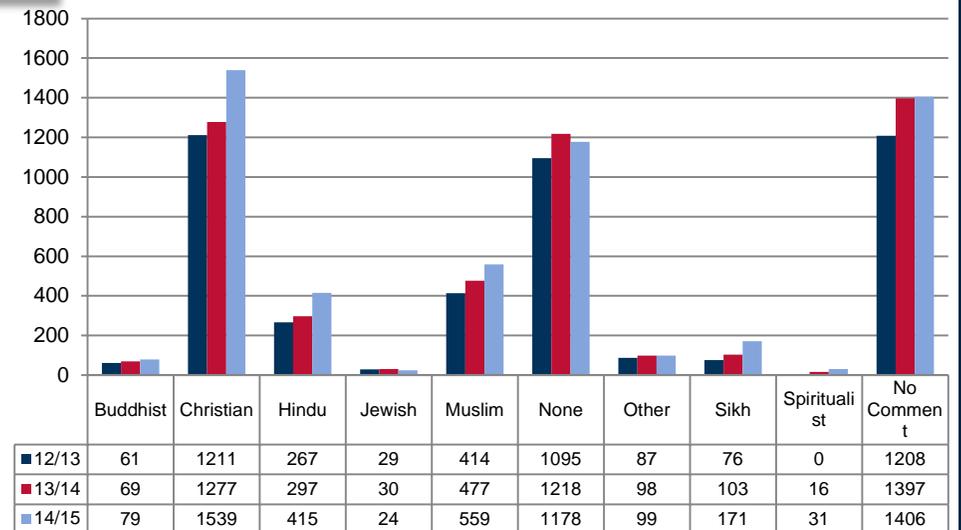
3 Talent Acquisition – Applicants

- The post TxP 'spike' in applicants from August 2014 to December 2014 was predicted as there was a natural suspension of recruitment immediately prior to the implementation of TxP

- The average applicants per vacancy has decreased slightly, which is more an indicator of better sourcing and advertising than a reduction in the available labour market pool

- The percentage of applications from Black, Asian and other minority ethnic group, as well as LGBT people has increased. Brunel has a good reputation for being diverse but we still may want to explore using diverse recruitment media in 2016, particularly for hard to recruit positions

- Collection of data by protected characteristic is improving as recruitment processes become 'slicker'.
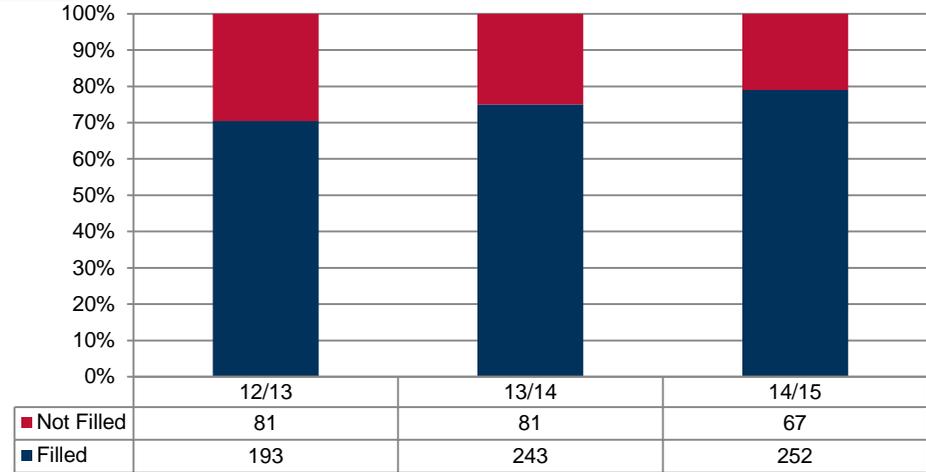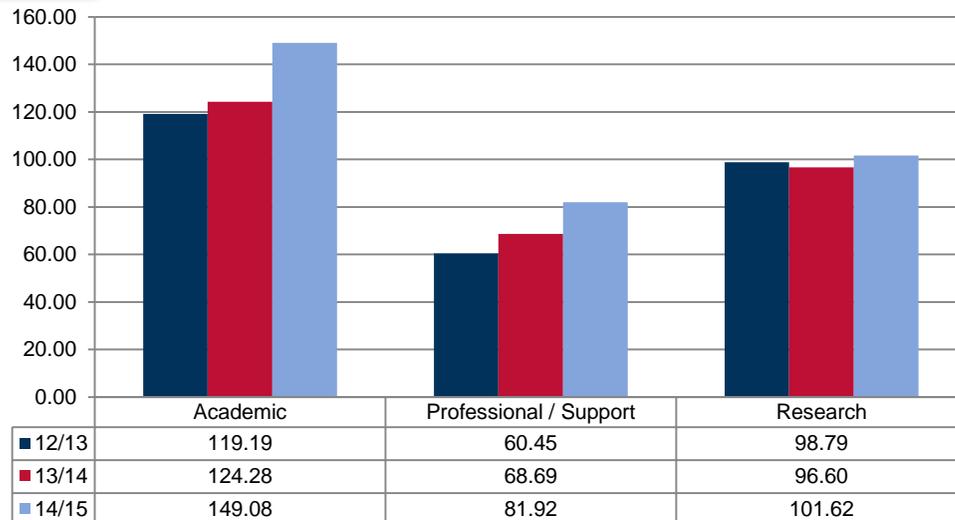
3 Talent Acquisition

3.9 **Vacancies by month**

Legend: Academic — Professional / Support — Research

3.10 **% of recruitments filled**

	12/13	13/14	14/15
Not Filled	81	81	67
Filled	193	243	252

3.11 **Average days taken to recruit**

	Academic	Professional / Support	Research
12/13	119.19	60.45	98.79
13/14	124.28	68.69	96.60
14/15	149.08	81.92	101.62

- This year has seen a significant increase in the volume of recruitment compared with previous years
- This greater volume has led to an increase in turnaround times

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4 Employee Relations & Engagement

4.1   Benchmark scores for Brunel Voice questions (higher score = better score)

Question	Brunel University London Agree %	HEI norm Agree %	Significant Difference
My immediate manager helps me find a good work life balance	62%	72%	**Yes**
The University is a good place to work	77%	88%	**Yes**
I feel part of the University	64%	73%	**Yes**
I feel valued by the University	44%	56%	**Yes**
I feel valued by students/other service users*	84%	85%	No
I feel fairly paid for the work I do	58%	65%	**Yes**
I am satisfied with my current role and level of responsibility	66%	73%	**Yes**
I feel safe and secure in my working environment	92%	92%	No
Do you know how to report accidents and incidents?	58%	71%	**Yes**
Have you had an individual appraisal/performance development review (or Job Chat) in the last 12 months?**	66%	85%	**Yes**
I am satisfied with my current level of learning and development	69%	72%	**Yes**
I feel the University delivers good quality service to students/service users***	80%	86%	**Yes**
I feel proud to work for the University	79%	85%	**Yes**
Would you recommend the University to a friend as a place to work? (excludes 'don't know')	76%	84%	**Yes**
The University's Senior Management Team manage and lead the University well (excludes 'don't know')	50%	71%	**Yes**
My team leader/line manager/immediate supervisor keeps me informed about things I should know about	71%	77%	**Yes**
I am satisfied with the support I get from my immediate manager	74%	81%	**Yes**
On the whole, communication in the University is effective	51%	59%	**Yes**

4.2   Benchmark scores for Brunel Voice questions (lower score = better score)

Question	Brunel University London Agree %	HEI norm Agree %	Significant Difference
Overall I feel unduly stressed at work	35%	28%	**Yes**
Are you currently being harassed or bullied at work?	14%	5%	**Yes**
Have you felt discriminated against at work in the last 12 months?	13%	10%	**Yes**
I often think about leaving the University	47%	35%	**Yes**
More could be done to help staff prepare for and cope with change	79%	75%	**Yes**

4 Employee Relations & Engagement – Brunel Voice

For the first externally hosted employee survey, the overall Response Rate of 59% was credible.

 The University was compared to 35 other HEIs surveyed in 2014 and 2015 in relation to being an Employer of Choice. When the Employer of Choice scores are ranked in descending order Brunel is placed in 31st place out of 36 .
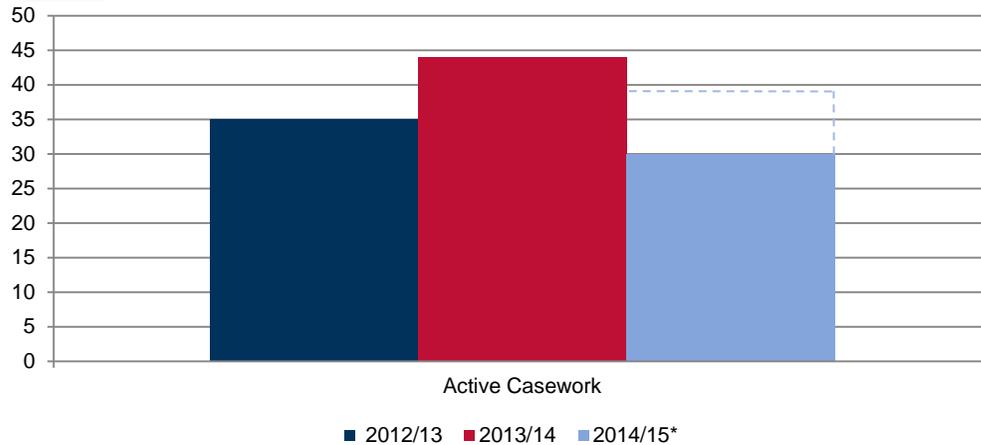
There are six Brunel Voice Action groups each working on a theme identified as a need from the results. All groups have equality and diversity champions on the team:

1. Leadership visibility& access

2. Greater appreciation, recognition & courtesy towards staff

3. Post TxP clarity on roles/responsibilities & review of re-organisation pressures

4. Reward and recognition

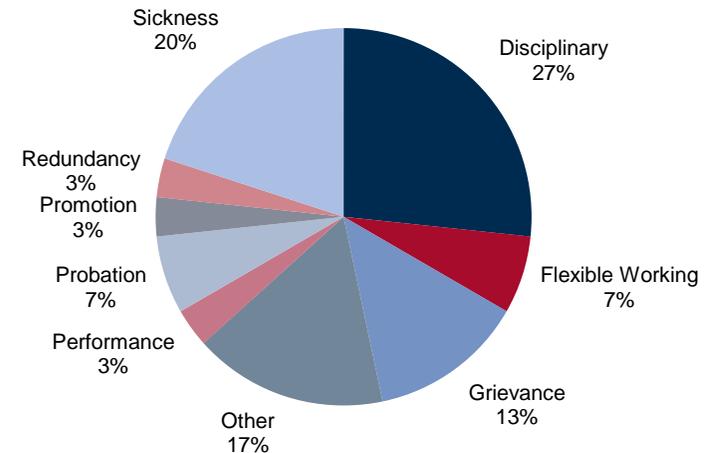5. Committee Meetings

6. Process Improvement.

4 Employee Relations & Engagement

Casework

4.3 Number of cases being managed by year

Legend: 2012/13 ■ 2013/14 ■ 2014/15*

4.4 % Casework by type (14/15 only*)

Pie chart labels:
- Sickness 20%
- Disciplinary 27%
- Redundancy 3%
- Promotion 3%
- Probation 7%
- Performance 3%
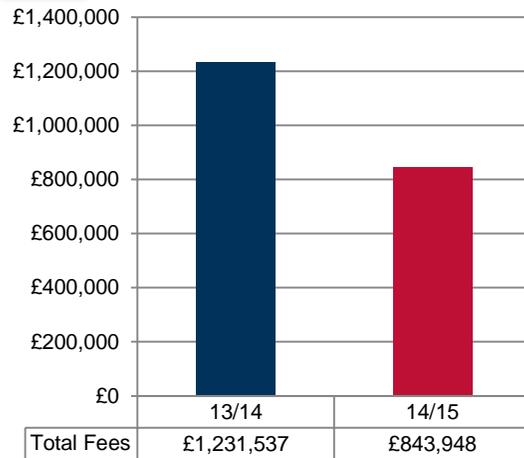- Flexible Working 7%
- Grievance 13%
- Other 17%

- The recording of 'informal' casework remains incomplete. Trends indicate that employee relations issues are increasing and with greater complexity but that the HR business partner model is assisting with early intervention. As confidence in the new HR approach increases line managers are now addressing long standing employee relations cases.

- During the reporting period there were nine cases reported to the Anti-Harassment advisors. Two involved Dignity at Work, five harassment and bullying issues and two miscellaneous complaints.

- With regard to issues reported to the Counselling Service, there were 16 staff clients who reported work related issues, 24% of a total of 66 staff clients who made up 7% of the total case load of 923, (the rest being students). Three of these clients reported bullying and harassment 4.5% of our staff clients.

4 Employee Relations & Engagement

Legal Fees / other costs

4.5 Legal fees & Tribunal costs

	13/14	14/15
Total Fees	£1,231,537	£843,948

4.6 Settlement Agreements

	13/14	14/15
Total Fees	£190,180	£185,468
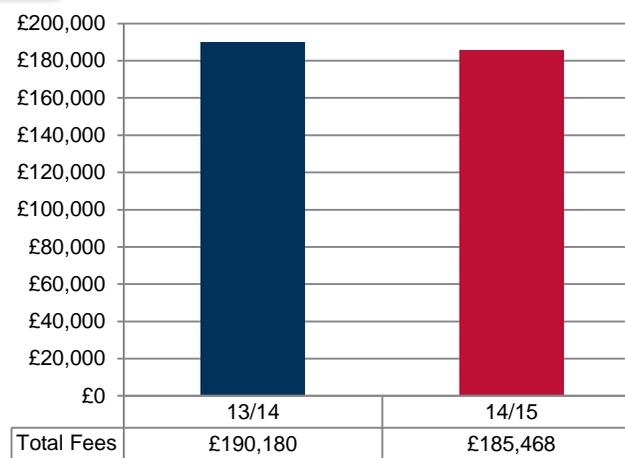
4.7 Redundancy payments

	13/14	14/15
Total Fees	£105,735	£780,575
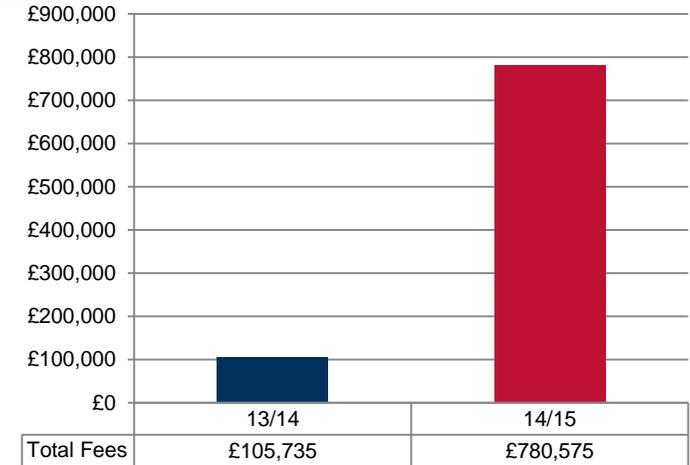
- This data set is a new inclusion in this report and warrants further analysis, as cost / investment is a key indicator of performance.

5 Employee Wellbeing

5.1 **Undue Stress: Colleges/Research Institutes and Professional/Support Departments**

5.2 **Counselling usage by employees**

Employee Clients	66

Gender	% headcount
Male	30
Female	70

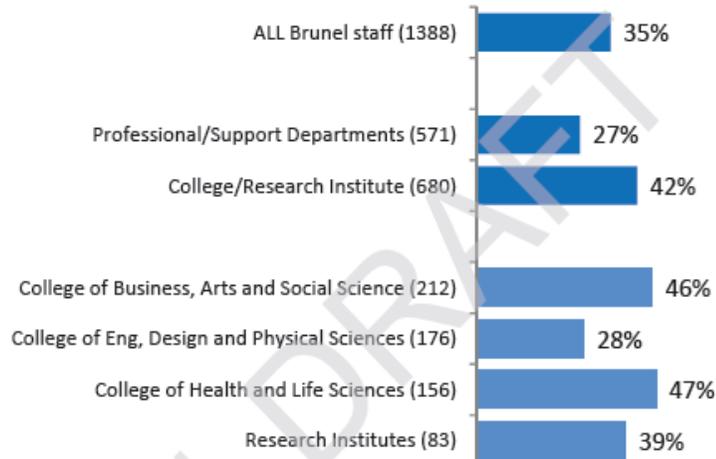| Problem Presented	% headcount
Depression	27
Anxiety	25
Relationships (non-work)	25
Work Issues	23

5.3 **Occupational Health Appointments by month**

*Dec 15 is part month only

More women access Brunel's counselling services than men. This is a national issue. The vast majority of those referred for NHS counselling for anxiety and depression are women (two thirds).

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5 Employee Wellbeing

Sickness Absence

5.4 Average working days lost per employee

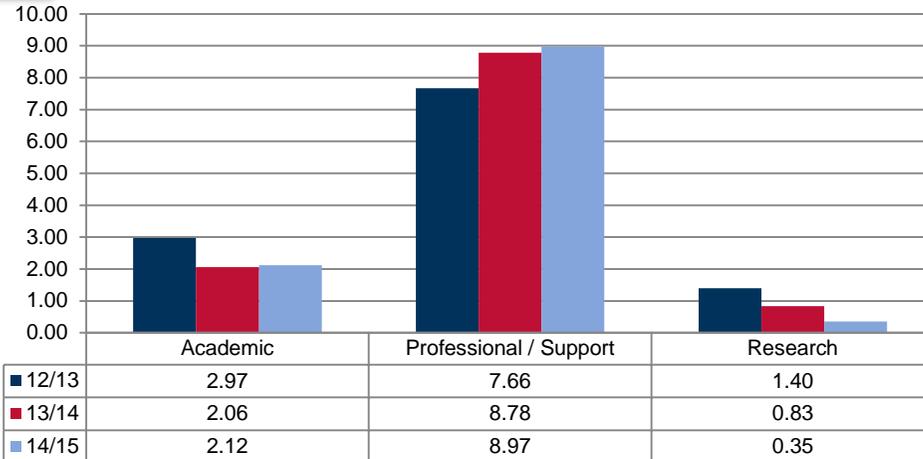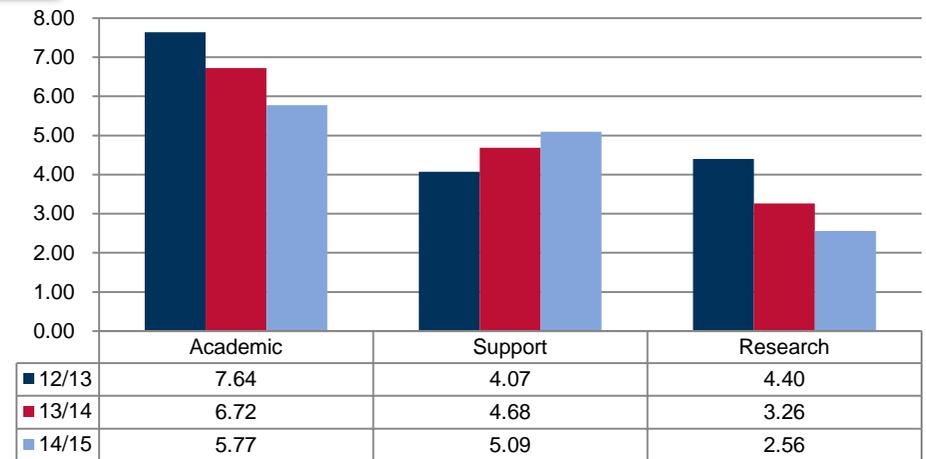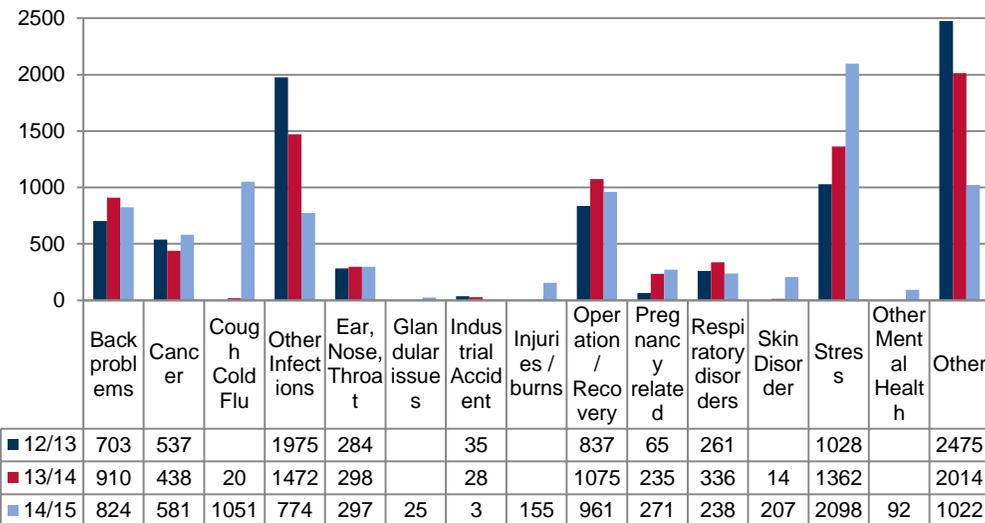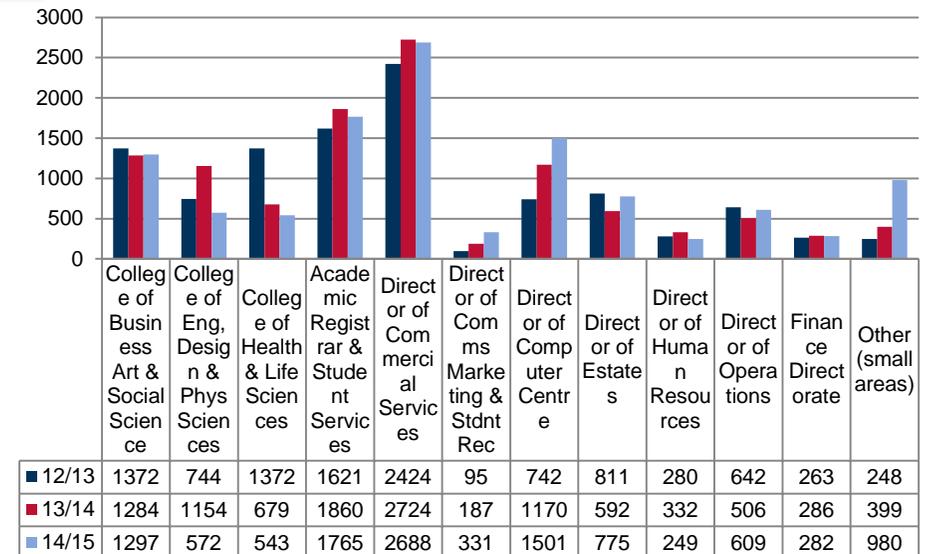|	Academic	Professional / Support	Research
12/13	2.97	7.66	1.40
13/14	2.06	8.78	0.83
14/15	2.12	8.97	0.35

5.5 Average Working days per Absence

	Academic	Support	Research
12/13	7.64	4.07	4.40
13/14	6.72	4.68	3.26
14/15	5.77	5.09	2.56

5.6 Working days lost by reason

	Back problems	Cancer	Cough Cold Flu	Other Infections	Ear, Nose, Throat	Glandular issues	Industrial Accident	Injuries / burns	Operation / Recovery	Pregnancy related	Respiratory disorders	Skin Disorder	Stress	Other Mental Health	Other
12/13	703	537		1975	284		35		837	65	261		1028		2475
13/14	910	438	20	1472	298		28		1075	235	336	14	1362		2014
14/15	824	581	1051	774	297	25	3	155	961	271	238	207	2098	92	1022

5.7 Working days lost by College / Directorate

	College of Business Art & Social Science	College of Eng, Design & Phys Sciences	College of Health & Life Sciences	Academic Registrar & Student Services	Director of Commercial Services	Director of Comms Marketing & Stdnt Rec	Director of Computer Centre	Director of Estates	Director of Human Resources	Director of Operations	Finance Directorate	Other (small areas)
12/13	1372	744	1372	1621	2424	95	742	811	280	642	263	248
13/14	1284	1154	679	1860	2724	187	1170	592	332	506	286	399
14/15	1297	572	543	1765	2688	331	1501	775	249	609	282	980

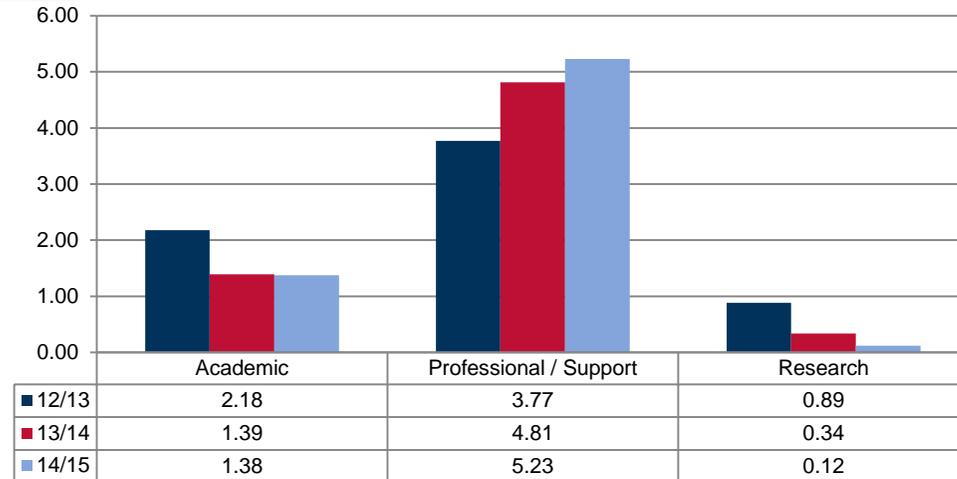# *This page is intentionally left blank*

5 Employee Wellbeing

5.8 Average working days lost per employee (LTS only)

	Academic	Professional / Support	Research
12/13	2.18	3.77	0.89
13/14	1.39	4.81	0.34
14/15	1.38	5.23	0.12

5.9 Average Working days per Absence (LTS only)

	Academic	Support	Research
12/13	67.50	55.22	76.50
13/14	52.00	60.07	63.00
14/15	46.75	67.62	21.00
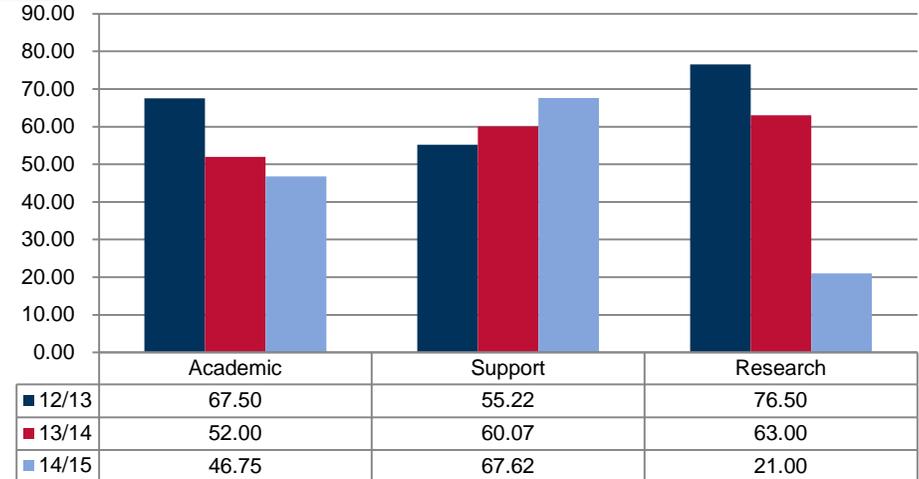
5.10 Working days lost by reason (LTS only)

	Back problems	Cancer	Other Infections	Ear, Nose, Throat	Glandular issues	Industrial Accident	Injuries / burns	Operation / Recovery	Pregnancy related	Respiratory disorders	Skin Disorder	Stress	Other Mental Health	Other
12/13	461	519	140	95	0	30	0	534	33	27	0	777	0	1320
13/14	552	421	44	132	0	22	0	691	144	86	0	1138	0	1035
14/15	477	575	123	92	22	0	99	646	168	0	196	1783	62	559
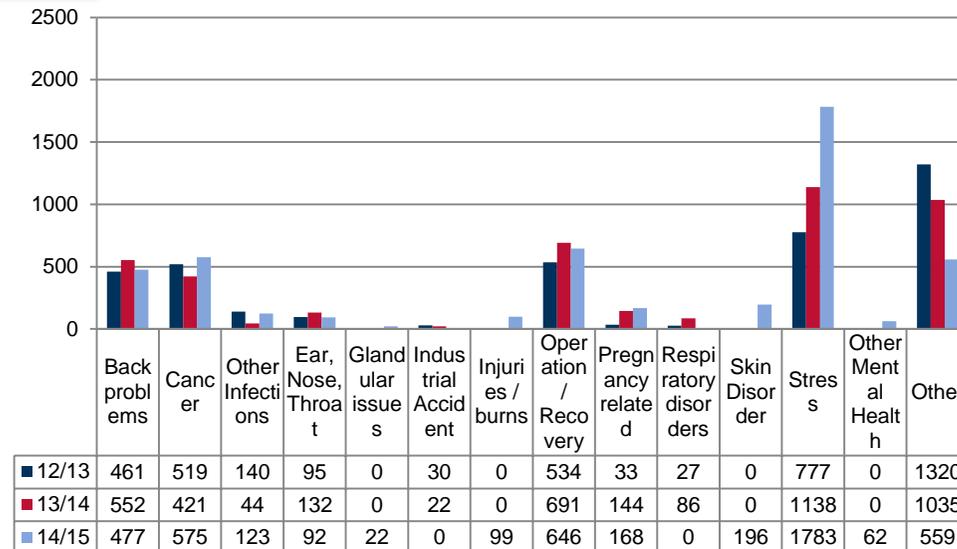
5.11 Working days lost by College / Directorate (LTS only)

	College of Business Art & Social Science	College of Eng, Design & Phys Sciences	College of Health & Life Sciences	Academic Registrar & Stdnt Services	Director of Commercial Services	Director of Comms Marketing & Stdnt Rec	Director of Computer Centre	Director of Estates	Director of Human Resources	Finance Directorate	Other (small areas)
12/13	1088	451	669	292	2228	21	281	592	49	66	208
13/14	382	707	373	498	2228	294	707	413	78	100	379
14/15	764	332	397	547	2231	234	1050	559	105	33	587

5 Employee Wellbeing – Sickness Absence & Long Term Sickness

- Staff taking time off work for stress has almost doubled since 2012/13

- The fourth UCEA survey report on sickness absence in the HE sector show that on average 5.7 days were lost per employee. At Brunel it's 2.12 days for academic staff, 8.97 days for professional/support staff and 0.35 days for research staff. The average working days lost therefore for groups of employees is 3.81, which is lower than the HE average. This is likely to be due to significant under reporting

- The UCEA survey also shows that average length of absence was 2.7 days. At Brunel the average is 5.77 for academic staff, 5.09 for professional/support staff and 2.56 for research staff. The average for all groups of employees is 4.47 days which is higher than the HE average

- The UCEA Workforce survey costs sickness absence at £693 per episode, compared with the CIPD estimate from 2013/14 of £611

- More staff took time off because of cancer this year, than in the previous two years

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Appendices and background information

Definitions

Benchmark Categories:

Staff Numbers Headcount :

Within this analysis staff are categorised as follows:

Academic: All lecturers, Senior Lecturers, Professors & Readers
Professional / Support: Professionals (All Non academic staff on H grades or spot salaries), Ancillary, Clerical & related administrative, maintenance, Miscellaneous, Technical and Miscellaneous
Research: All Research staff (inc. research assistants/fellows)

Ratio of Total Employee FTE to HR staff FTE
In this measure HR includes HR, Staff Development (excluding APDU), Payroll, Health & Safety and Equality and Diversity.

Total Turnover – *(*All Leavers / average employee headcount) x 100

Voluntary Turnover – *(*Voluntary Leavers / average employee headcount) x 100

Turnover cost – £8165
Average annual salary of leaver: £33,415
Average working days role vacant: 57
Cost of "cover" (33% of daily salary x vacant days): **£3,249**
Cost of recruitment (cost of advert + ~3hrs management time for shortlisting and interviews): **£266**
Training costs: ~2 days cost for 1 employee: **£300**
Loss of productivity: (50% productivity for first 50 working days) (0.5 x daily rate x 50): **£4,350**
Total Cost of turnover: £8165

Leavers:

Voluntary Leavers categorised as:
Better Career Prospects, Death, Ill Health, Voluntary Resignation

Non Voluntary Leavers categorised as:
Compromise Agreement, Dismissed, Dismissed Due to Capability, Early Retirement, Early Retirement in Managerial Interest, End of Contract, Funding Withdrawn, Ill Health Early Retirement, Normal Retirement, Probation Not Confirmed, Redundancy , Some Other Substantial Reason

Definitions

Average length of service leavers - *Total Length of Service for all Voluntary Leavers during period / total number of voluntary leavers*

% Recent Recruitment Turnover – *Total Voluntary Leavers who were recruited within the last year divided by the number of new recruits (employed within the last 12 months) x 100*

Sickness Absence:

Average sickness days per employee per annum – *Total number of working (Monday to Friday) days lost due to sickness absence (including long term) divided by the employee headcount*

Average length of sickness absence period – *Total number of working days lost due to absence in the period (academic year) divided by the number of instances of absence (absence periods) in the period*

% of absence which is long term - *Number of working days lost classed as long term (over 20 consecutive working days) divided by total number of working days lost due to sickness absence*

Daily absence cost –
CIPD average cost per employee per year (whole Inst): £611
Average absence rate: 2%
Cost / absence rate = £30,550 per year
Divide by 260 for daily rate = £117.50 per employee per day

Recruitment:

Average Working days to fill vacancy – *Total number of working days (from vacancy notification to date of job offer) divided by total number of new recruits (excludes time taken for CRB checks etc)*

Average Applicants per vacancy – *Total applicants divided by total vacancies*

Appendix 1 – Equality and Diversity Events

There were four main joint staff and student Equality and Diversity Events within the reporting period:

1. **International Men's Day** was celebrated in November 2014, and staff and students were able to attend an event to celebrate men's achievements throughout history and across nations, with a focus on Men's Wellbeing.

2. **Disability History Month** took place on Thursday 4th December. This is an annual event, now in its fifth year, creating a platform to focus on the history of the struggle for equality and human rights for disabled people.

3. **International Women's Day** - for the fourth year Brunel's Equality and Diversity Team led a celebration of International Women's Day with a lunchtime event in the Hamilton Centre on 10th March.

4. **Equality and Diversity Photography Competition and exhibition**

5. The Equality and Diversity Team ran a photography competition, with an exhibition to show all entries held in the Arts Centre in June 2015. There were seventy entries with pictures from as close as the Brunel Campus to as far away as India and China.

Appendix 2 – Staff Network Groups Annual Report

Ethnic Minorities Staff Network Group

Black History Month was celebrated at the autumn term meeting. The summer term meeting had a staff development workshop run by Rajinder Mann entitled "Investing in Yourself". Topics included personal branding, how to develop a personal profile and SWOT analysis.

At the spring meeting the following points were raised and subsequently answered by the Equality Team:

> BME Adecco staff on contracts for substantial lengths of time, applying for University jobs and not being shortlisted

> Line managers are acting as gate keepers to staff attending courses both internal and external

> Staff development opportunities only seem to relate directly to the job and role and no attention is paid to personal goals and progression of the individual. Is there a requirement for managers to provide opportunities for personal development?

> A feeling that less experienced staff are being promoted over BME staff

> Is the BME staff to student ratio being monitored

> Too many BME staff concentrated in junior roles across the University

> BME academics are encouraged to progress/apply for promotion and overlooked when they do apply (not shortlisted)

> Training on diversity should be mandatory for all managers

> Equality training should be compulsory for all interviewers

> No one at the top/ managers/HR appears concerned about the numbers of BME staff leaving

> Does anyone manage/oversee the appraisal process to ensure that staff have opportunities for staff development and set personal and career goals and that managers are supporting staff to progress

Appendix 2 – Staff Network Groups Annual Report

Women's Staff Network Group

The following issues were raised:

> Low ratio of women in Senior Management- HR has confirmed that post TXP there are now a good proportion of women in senior roles

> Returning from Maternity Leave- more support needed

> The potential removal of the extra 3 days holiday at Easter and adding to Christmas break- Equality and Diversity manager has submitted the group's concerns to the Chief Operating Officer for consideration.

> It was discussed that morale is lower since the implementation of TXP. New policies and procedures have been introduced that affect both academic and administrative staff, but the information is not filtered down properly.

> It was suggested that the Q&A forum should still be available following TXP as more support is needed now the changes have been made

> It was noted that so many apply for the mentoring scheme it is hard to get an application to be accepted.

> Coaching at Brunel- The group was informed that there are 6-7 accredited internal coaches available to any member of staff. The coach will ask questions to help the coachee come up with their own answers. This is not advertised yet as not fully functional. A 2nd group of coaches will be going through training in the first half of 2015. The ILM qualification has to be applied for through Staff Development, via the Line Manager.

> Maintenance of Brunel - Heinz Wolf building– needs a drinking water dispenser (particularly important for women breastfeeding). Is there anywhere on campus to express milk? If not, could a central location be looked into?