Human Resources and Equality & Diversity

Annual Report

August 2018 – July 2019

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Looking Back

The HR Directorate was restructured in August 2018 with the aim of:

- meeting the future needs of the University's 2030 Mission, Vision and Strategic Goals;
- enhancing resourcing effectiveness and value for money;
- addressing requirements post CHIME implementation;
- improving customer service across all areas of HR;
- optimising opportunities for improving capability and career development for team members and facilitating the attraction and retention of talented HR professionals;
- giving greater clarity on accountability within the team.

A particular focus of the 2018-2019 academic year was on embedding the new structure, which included recruitment to new posts and vacancies and training and development of new and existing team members. 8 team members commenced HR apprenticeships.

The reshaped Directorate now has five distinct functional areas; 1) HR Business Partnering, 2) Equality, Diversity and Inclusion, 3) Reward, Recognition and Payroll, 4) HR Services and 5) Staff Development. In line with the 3 year rolling plan, in 2018-2019 the delivery highlights of each of these areas included:

1. HR Business Partnering

Policy Development: Work continued on developing a full suite of family leave policies with new Maternity, Paternity/Partner, Adoption and Surrogacy and Parental Leave and Fertility Support policies introduced. An enhanced Employee Volunteering Policy was also introduced to reflect our commitment to employee engagement and development through working with community organisations including voluntary public service and Reserve Forces activities.

Employee Engagement: Our employee engagement survey, 'Brunel Voice' launched in March 2019. The survey was designed in conjunction with Capita Surveys and Research. For the first time, hourly paid lecturers (HPLs) were invited to participate in a tailored version of the survey. 66% of employees invited to complete the survey did so compared with 61% in 2017. The University's strengths all contribute to a high level of employee engagement with 83% of employees agreeing that Brunel is a good place to work compared with 78% last time. The HRBP team has supported their designated client area with the development of actions and initiatives to address areas for improvement and to celebrate areas of strength highlighted in departmental survey results.

Organisational Change: The HRBP team supported the development, consultation and implementation of a number of organisational change programmes including Music, Sports Centre, STEM Centre, the review of research management and administration, PA support for the Executive Team and the Brunel Excellence in Education Centre (BEEC).

2. Equality, Diversity & Inclusion

Policy Development: The Dignity at Work and the Equality, Diversity and Inclusion policies were refreshed and a new Reasonable Adjustment Policy was introduced. Bespoke department level training was introduced on promoting dignity and respect in the workplace.

Diversity: The University was awarded gold Disability Leader status by the Government's Disability Confident Scheme. The award means we now act as a champion for Disability Confident within our local and business communities, encouraging and supporting other organisations to become Disability Confident. Following closer working links with Stonewall and the University submitting into the Stonewall Workplace Index for the first time, the LGBT staff network has been relaunched with a new chair and a new LGBT champion.

Athena Swan: Work continued to support departments with their own Athena Swan accreditations and the Law School have recently been awarded Bronze accreditation. Work has continued on implementing the institutional Athena Swan Action Plan with actions being broken down into business as usual tasks or projects that are sponsored by a representative from the refreshed a refreshed Self-Assessment Team.

Statutory Reporting: The University published its second Gender Pay Gap and was one of only a few University to include ethnicity pay gap information. The actions we are taking will be considered for both gender and ethnicity as our approach is to mainstream equality and diversity in all employment related practices including recruitment, promotion, career development, retention, reward, procurement and all HR policies and procedures.

3. Reward, Recognition & Payroll

Payroll: As part of the HR restructure, Payroll moved into HR with effect from August 2018 and a new Reward, Recognition and Payroll team was formed under the leadership of the Associate Director – Reward, Recognition and Payroll.

Reward: A new Reward Strategy was introduced alongside new policies for HERA re-grading, Relocation and Global Mobility. Improvements have also been made to the use of market supplements to ensure that we are able to recruit and retain talented employees whilst ensuring that any supplements are justified with consistent and accurate benchmarking data and support our commitment to equal pay. A new benefit portal was launched, providing savings to employees on a diverse range of products, services and activities.

Recognition: The Research Incentive Scheme was closed and a new Awards for Excellence Scheme introduced. This scheme is opened to academic, research and professional services employees and recognises outstanding contributions in all areas of University activity. A new Appreciation and Recognition Portal was introduced, which provides employees with the opportunity to say 'thank you' to a colleague. There is also the opportunity to nominate colleagues going beyond their day to day work; successful nominations result in the colleague being awarded with a £25 voucher through the benefit portal. Significant support for Remuneration Committee has also been provided in line with new OfS requirements.

Employee Wellbeing: We launched our first Mental Health and Wellbeing Strategy for Employees, which aims to provide a working environment that promotes healthy lifestyle choices and greater awareness around mental wellbeing. In addition, a new Employee Assistance Programme was introduced. This service is free and available to employees and provides support such as telephone and face to face counselling, cognitive behavioural therapy, health and wellbeing advice, mediation, critical incident response and stress management programmes.

4. HR Services

CHIME: significant work has been undertaken to support the implementation of CHIME but it has been a challenging year as continuous improvements have been disappointingly slow. Lack of investment in the ongoing programme of work has hampered progress. This has been addressed recently and so work is accelerating with a new release and more resources and data cleansing and process improvements are underway. The initial implementation was partial and there was an underspend of £2m which in hindsight was the wrong decision. Data cleansing and process improvements are now underway. Whilst this has been a difficult year, the HR Services team has worked hard to improve customer service and this will continue to be a priority in the year ahead.

Talent Acquisition: Good progress has been made on developing e-recruiter and talent bank and will deliver results in early 2020. New candidate packs have been developed to improve our employee branding and to highlight to potential employees the benefits of working at the University alongside improvements to our job vacancy landing page https://www.brunel.ac.uk/work-for-us. The team have also supported large recruitment campaigns including the recruitment of 248 Student Ambassadors for CMSR and Executive Board level appointments. Job shop recruitment has been particularly successful with the number of students registering at the start of the academic year doubling to over 900 new registrations. 624 students are currently working for the University on campus through Job Shop.

Department Administrators Workshops/Support: The HR Services team works closely with Department Administrators across the University providing dedicated support for all hourly paid lecturer, GTA, demonstrator and examiner recruitment. In addition, DA workshops are run twice each year, providing key HR information, building and maintaining these important relationships with a focus on sharing knowledge and exchanging feedback.

GDPR Compliance: Further work has been undertaken on GDPR compliance with the HR Directorate being a pilot area for the University.

Fixed Term Contracts: Following a review of fixed term contract arrangements, all employees, including researchers, with 4 or more years service were transferred on to open-ended contracts.

5. Staff Development

Organisational Development: The OD review is ongoing and has been delayed to incorporate recommendations from the BEEC review including the transfer of Academic Practice from BEEC to join the HR Directorate. Consultation continues and the business case will be finalised in early 2020.

Academic Leadership Programme: The Academic Leadership Programme has been resigned with a new model using leadership competencies. Feedback from the latest cohort has been excellent.

Competency Framework: A new competency framework is in development and consultation and implementation will commence in spring 2020 after the AUA Mark of Excellence has been submitted.

Compliance Training: Good progress has been made on compliance training following additional resource to ensure improved reporting and proactive co-ordination and promotion. Investment in the SharePoint Compliance Training system has enabled real-time reporting.

Looking Forward

Following recent staffing changes at HR Director level, the Directorate will be refreshing the HR strategic plan in early 2020 with consultation from key stakeholders to ensure that identified priorities support the University's strategic plans. The refreshed strategy will be shared with the EOHR Committee after the annual planning round but critical areas of focus are likely to include:

HR Business Partnering

- Supporting leaders with developing an engaged and high performing workforce
- Implementation of the new Research Concordat principles and commitments
- Supporting transformational change programmes
- Working in partnership with leaders on resourcing, talent and succession strategy development and implementation.
- Further policy development including sickness absence, disciplinary, grievance and capability

Equality, Diversity and Inclusion

- Development and implementation of a new Equality, Diversity and Inclusion Strategy
- Further work to address gender and ethnicity pay gaps and to incorporate disability pay gaps in our next statutory return
- New transgender policy and support arrangements
- Preparation for the Institutional Athena Swan renewal in 2021 and support for departmental renewals
- Increased engagement with external organisations including working families and Stonewall

Reward, Recognition and Payroll

- Review of performance related reward arrangements
- Review of Professorial and Reader pay arrangements
- Review of allowances including call out arrangements
- Focus on a-typical workers including review of hourly paid lecturers and the use of fractional contracts to provide greater employment certainty
- Consideration of NHS pension provision and clinical salary scales to support the new medical school

HR Services

- Further CHIME improvements including additional functionality (Learning and Development) and establishment project support
- Upgrade to e-recruiter including improvements to manager and candidate experience
- New on-boarding provision for new starters
- Further customer service improvements including process improvement reviews and refreshed templates

Staff Development

- Complete the review of Organisational Capability and implementation of a new Organisational Development delivery model
- Review of PDR (including technology solution to support new scheme)
- Aspire and Academic Leadership programmes
- Roll out of competency framework including leadership competencies and core competencies

The Data

Introduction

This report provides a statistical overview of Brunel's performance from a Human Resources and Equality and Diversity perspective, with particular reference to the 2018/19 Academic Year.

Data used in this report were sourced from Brunel's ERP System, Unit4 Business World, *referred to internally as the CHIME system*.

Where possible, Brunel's performance has been benchmarked against comparable Higher Education Institutions using the following sources:

- **HEIDI (Higher Education Information Database for Institutions)**
  Online data store of summary HESA return data for all Higher Education Institutions

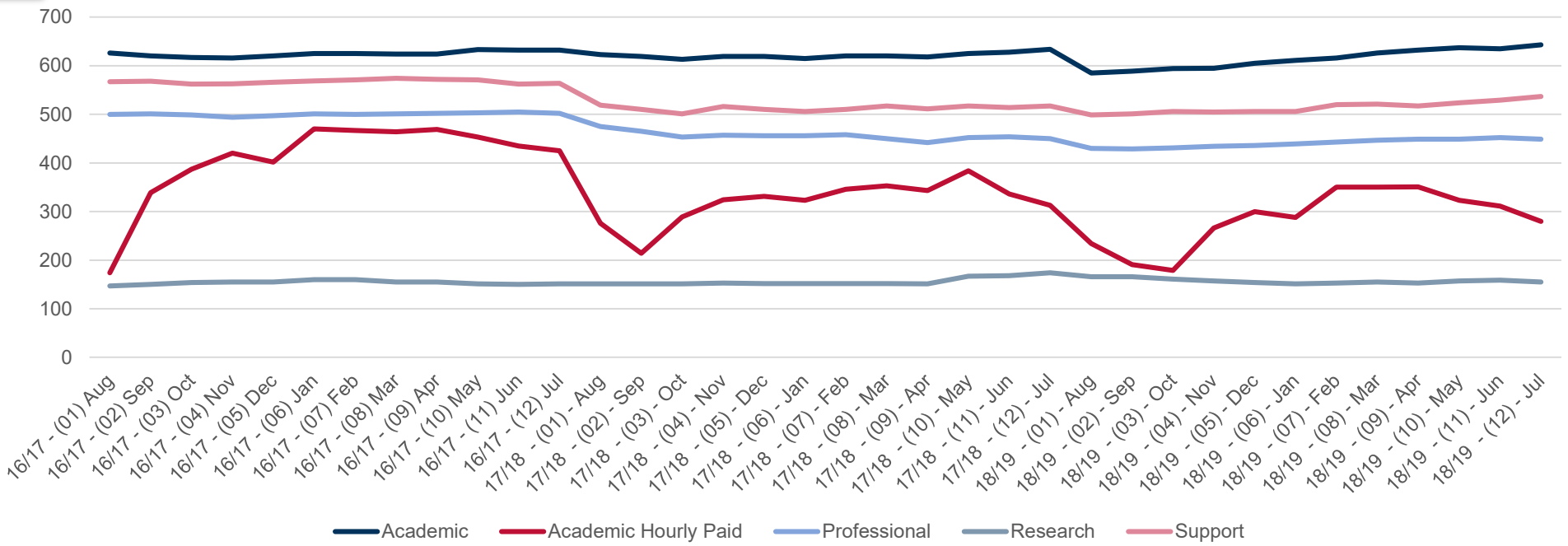
- **UCEA (University & Colleges Employers Association)**
  Higher Education Workforce Report 2019
  Health and safety annual report for 2018

1. Employee Composition

1. Employee Composition - Headcount

1.1

Headcount - Aug 16 to July 19
(Perm and Fixed Term / Not including Residencies employees)



Our figures show mostly increases in average headcount over the course of the year: Academic (+1.2%), Academic Hourly Paid (+11.9%), Professional (+3.4%), Research (-0.7%), Support (-0.4%)

UCEA 2019 figures for HR workforce: Full-time (+19.4%) Part-time (+12.1%)

Student numbers in the same period:

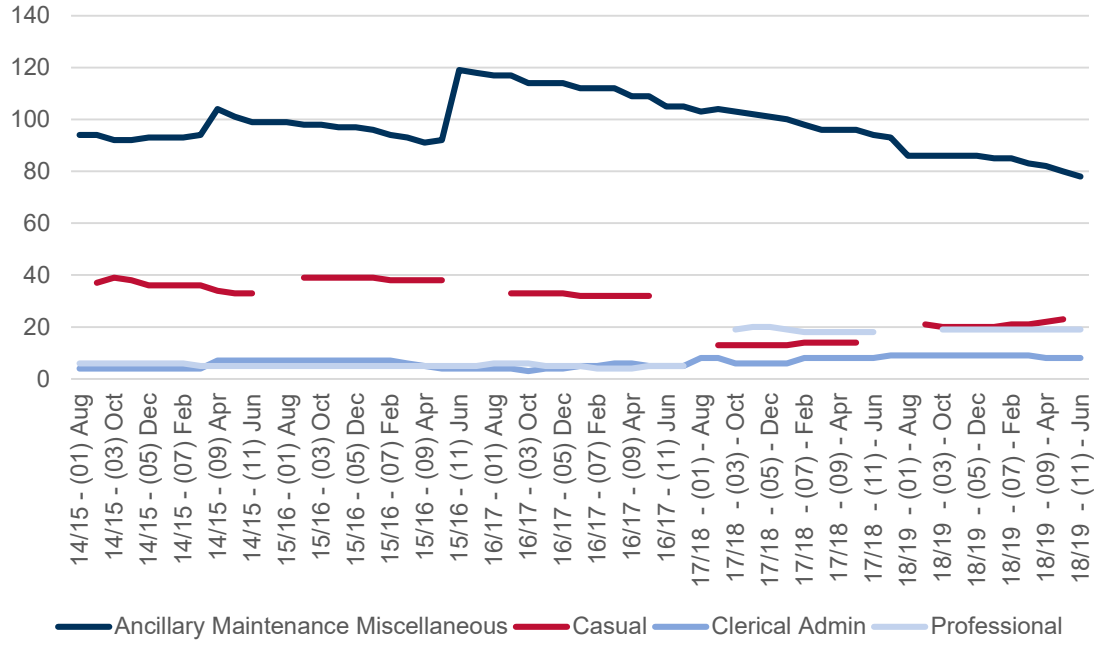
All at University level	13/14	14/15	15/16	16/17	17/18	18/19
Students inc. PGRs	13,661	13,096	12,949	12,842	13,513	13,892

Data Note: Employees were grouped by condition of service. "*Academic employees"* include Academics, Emeritus and Associates, Teaching Fellows/ Associate Teaching Fellows and Educational Academics. *" Academic (HP)"* represent Hourly Paid Academics. *"Support employees"* include Ancillary, Clerical and Related Administrative, Maintenance, Miscellaneous, Technical, Work Placements and Clerical Administrative employees on S grades. *"Professional"* are professional employees on H grades. *"Research"* are research employees on R grades.

1. Employee Composition - Headcount

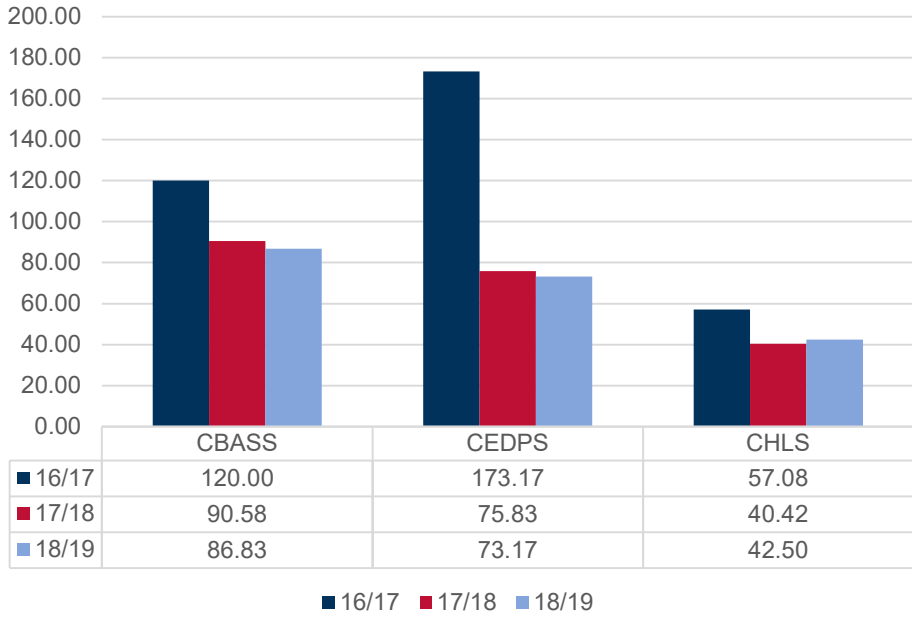
1.2

Headcount - Aug 16 to July 19
(Residencies employees)



1.3

Headcount Hourly Paid Academic usage by College
Aug 16 to July 19



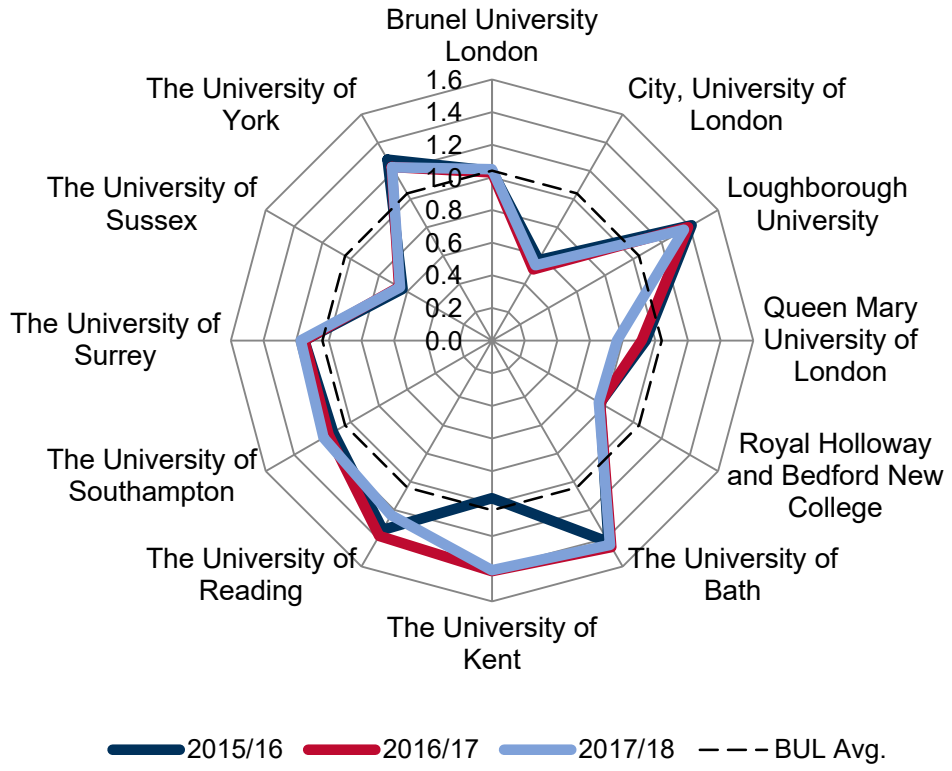
	CBASS	CEDPS	CHLS
16/17	120.00	173.17	57.08
17/18	90.58	75.83	40.42
18/19	86.83	73.17	42.50

- The number of casual workers has slightly increased since 17/18.
- The down-ward trend for Ancillary, Maintenance and Miscellaneous is continuous since 15/16.
- Hourly Paid Lecturers have also reduced within CBASS and CEDPS but a slight increase in CHLS, which reflects the nature of the work with Hillingdon Hospital on the PA and OT physio programmes

1. Employee Composition – Brunel vs. Comparator Group

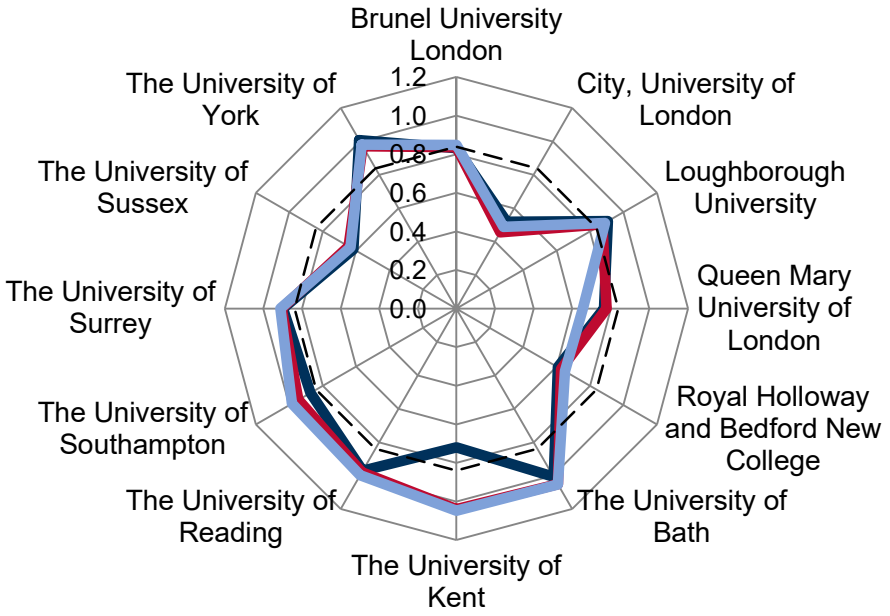
1.4a

Ratio of Academic : Non Academic



1.4b

Ratio of Academic : Support Staff



Data Source: HESA

Definitions

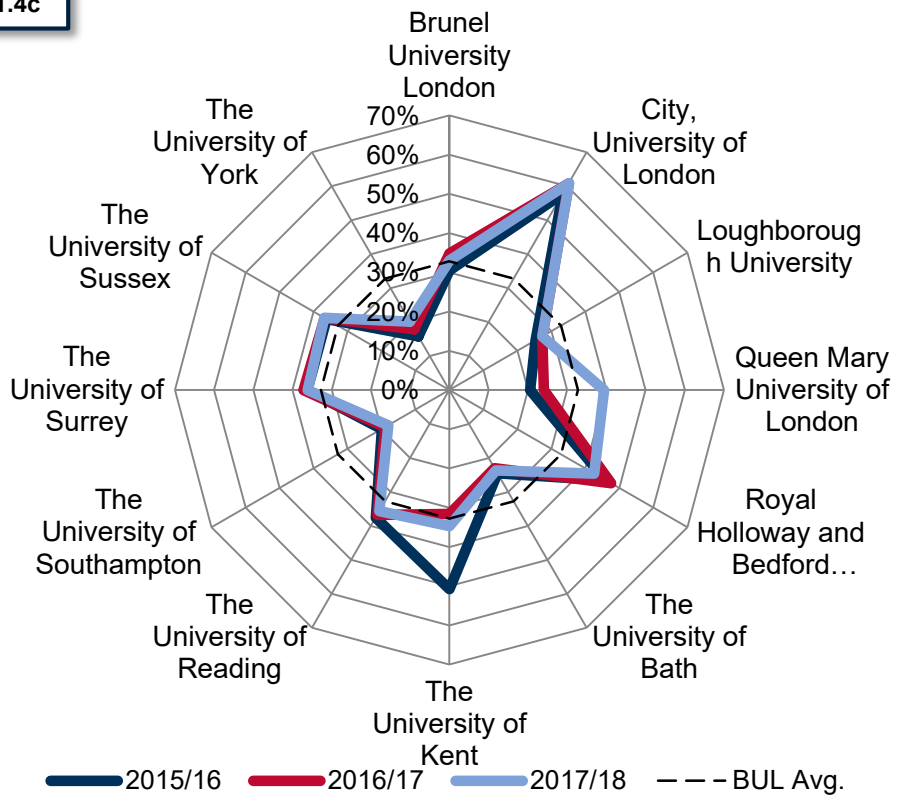
"Non Academic Staff" are defined as employees without an academic job function and includes all professional and support employees.

"Support Staff' are defined as employees on non-academic contracts who fall within major groups 1-4 of the ONS Standard Occupational Classification (SOC). They include: managers, directors and senior officials; professional occupations; associate professional and technical occupations and administrative and secretarial occupations.

1. Employee Composition – Brunel vs. Comparator Group

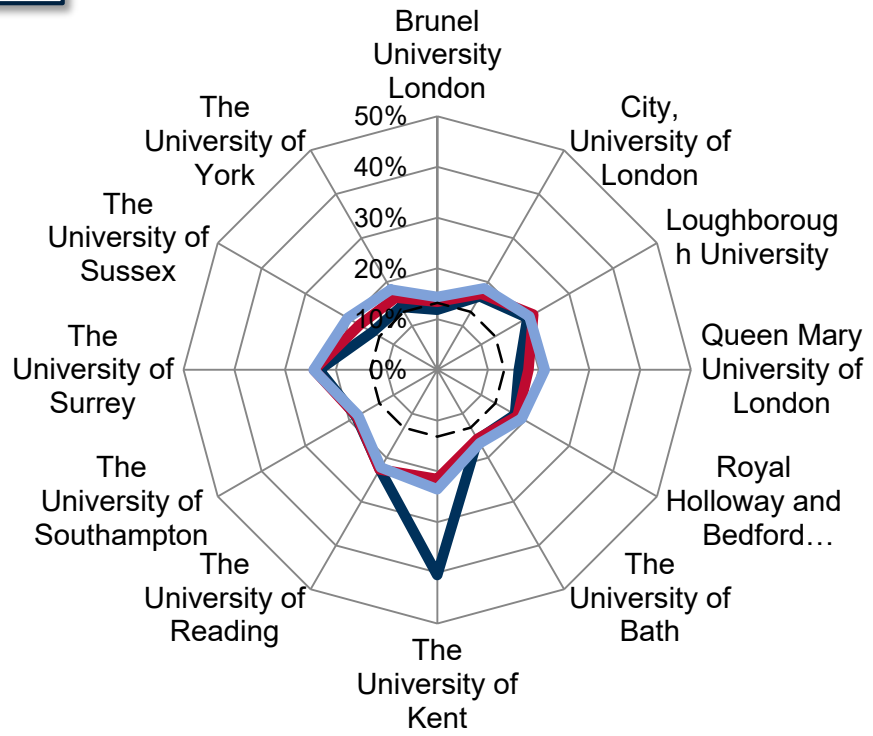
1.4c

Teaching only as a % of Academic (FPE)



1.4d

Teaching only as a % of Academic (FTE)

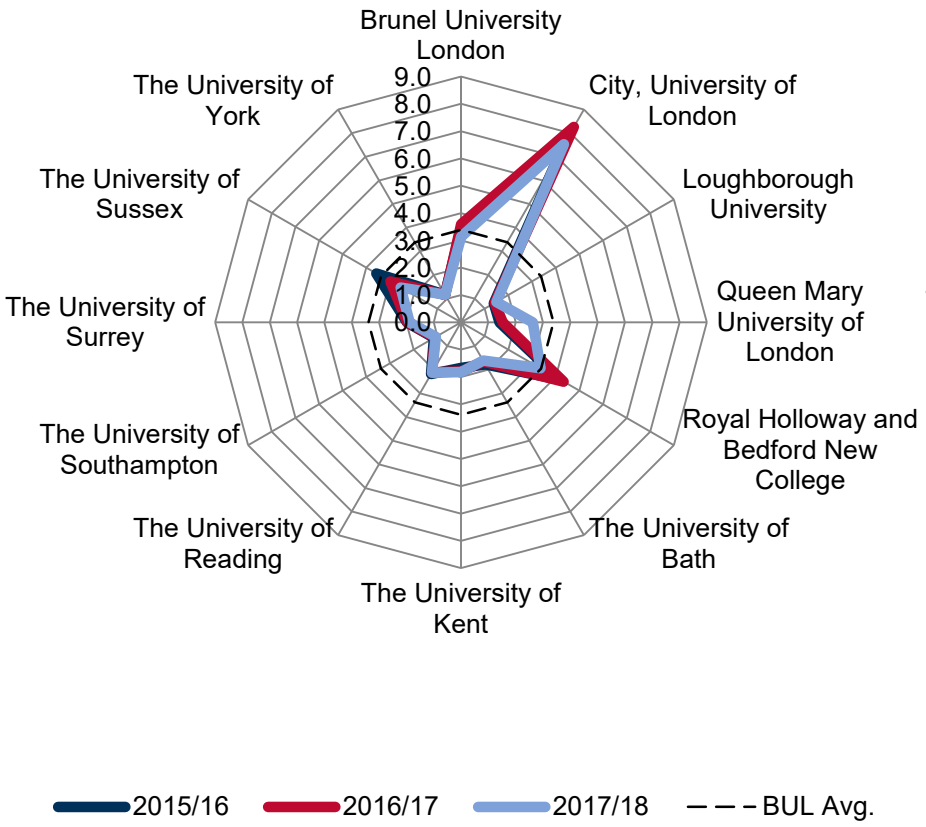


- BUL has a relatively low percentage of employees on teaching only contracts (33% FPE, 12% FTE) compared with a number of benchmark institutions.

1. Employee Composition – Brunel vs. Comparator Group

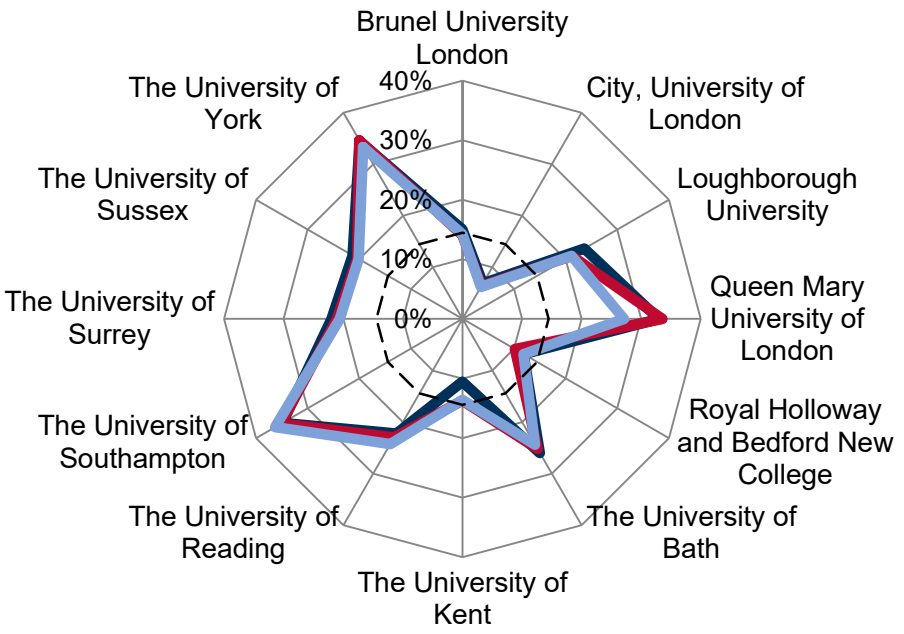
1.4e

Teaching only - Ratio of FPE : FTE



1.4f

Research only as a % of Academic (FPE)

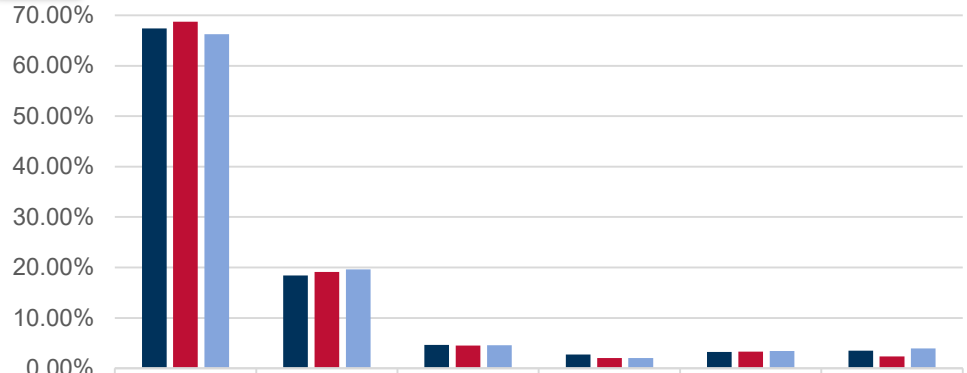


- Teaching only ratio is higher than all but Sussex, Royal Holloway and City University.
- Research only ratio is lower than all but City University, Royal Holloway and Kent.

1. Employee Composition – Protected Characteristics

1.5

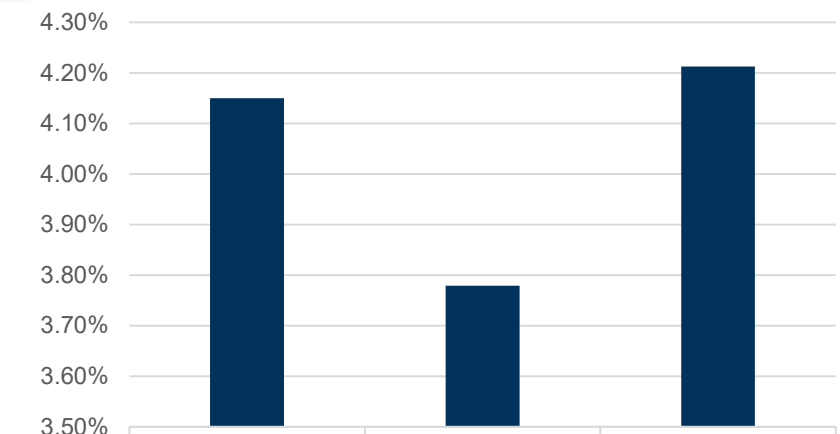
Ethnicity (All employees)
Aug 16 to July 19



	White	Asian	Black	Mixed	Other	Not Known
16/17	67.41%	18.42%	4.67%	2.75%	3.24%	3.52%
17/18	68.69%	19.11%	4.50%	2.06%	3.30%	2.34%
18/19	66.28%	19.60%	4.62%	2.08%	3.43%	3.97%

1.6

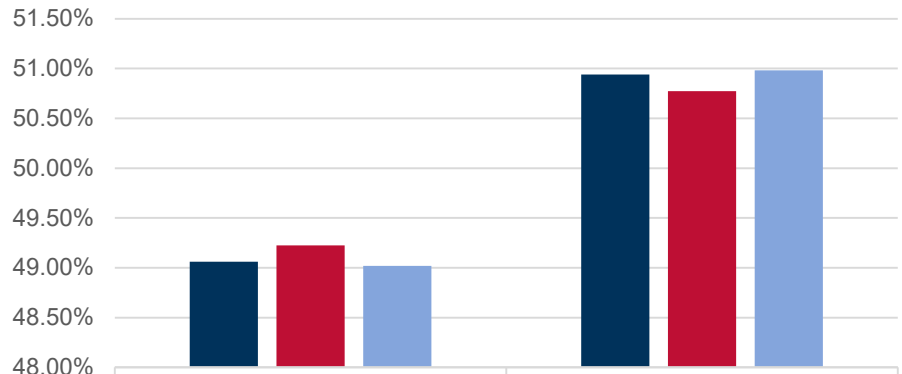
Disability (All employees)
Aug 16 to July 19



	16/17	17/18	18/19
Disabled	4.15%	3.78%	4.21%

1.7

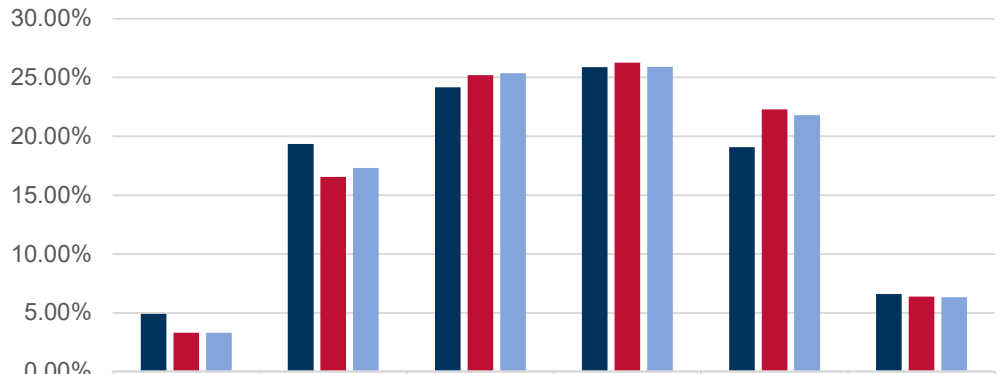
Gender (All employees)
Aug 16 to July 19



	Men	Women
16/17	49.06%	50.94%
17/18	49.23%	50.77%
18/19	49.02%	50.98%

1.8

Age (All employees)
Aug 16 to July 19

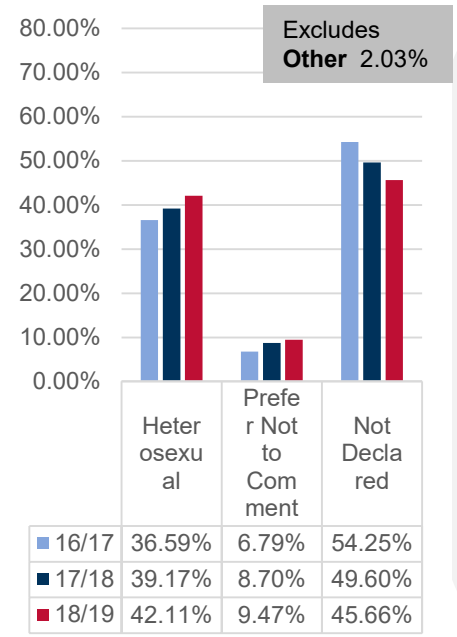


	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
16/17	4.92%	19.36%	24.17%	25.88%	19.08%	6.59%
17/18	3.31%	16.56%	25.21%	26.27%	22.28%	6.37%
18/19	3.31%	17.33%	25.35%	25.90%	21.80%	6.31%

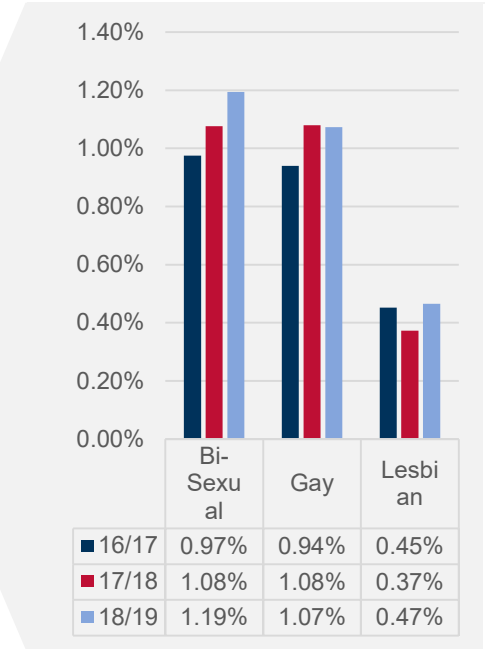
1. Employee Composition – Protected Characteristics

1.9

Sexual Orientation (All employees)
Aug 16 to July 19



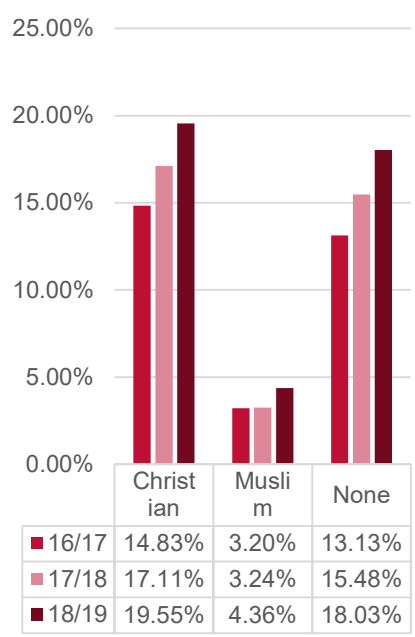
	Heterosexual	Prefer Not to Comment	Not Declared
16/17	36.59%	6.79%	54.25%
17/18	39.17%	8.70%	49.60%
18/19	42.11%	9.47%	45.66%



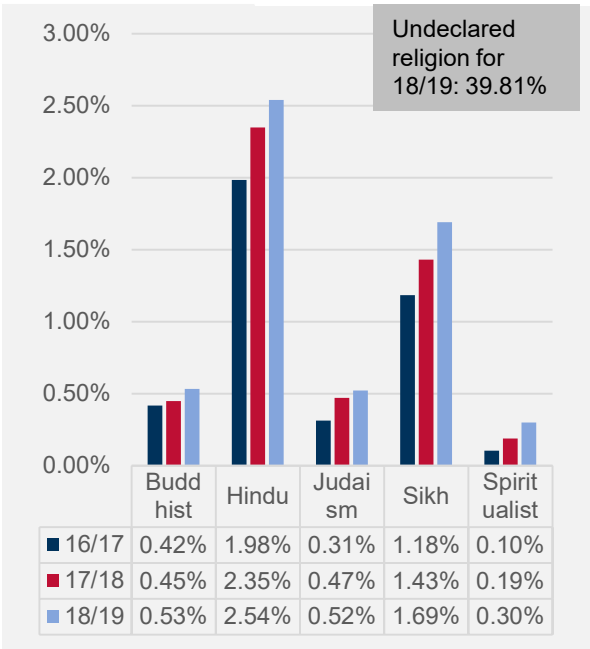
	Bi-Sexual	Gay	Lesbian
16/17	0.97%	0.94%	0.45%
17/18	1.08%	1.08%	0.37%
18/19	1.19%	1.07%	0.47%

1.10

Religion / Belief (All employees)
Aug 16 to July 19



	Christian	Muslim	None
16/17	14.83%	3.20%	13.13%
17/18	17.11%	3.24%	15.48%
18/19	19.55%	4.36%	18.03%



	Buddhist	Hindu	Judaism	Sikh	Spiritualist
16/17	0.42%	1.98%	0.31%	1.18%	0.10%
17/18	0.45%	2.35%	0.47%	1.43%	0.19%
18/19	0.53%	2.54%	0.52%	1.69%	0.30%

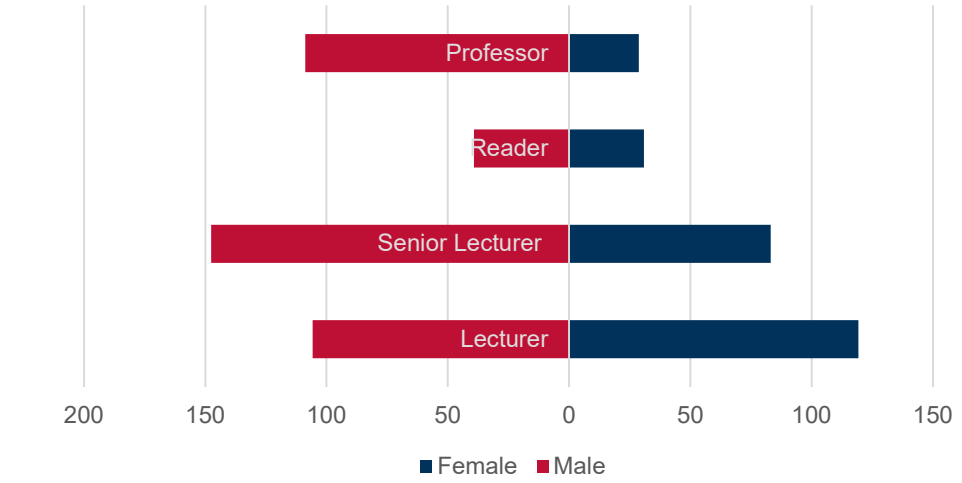
- Brunel has seen a 8% percentage point increase in staff declaring their sexual orientation since 2016/17. In the last year, the percentage of staff who did not declare religion has fallen from 47% to 40%.
- CHIME (including employee self-service) and e-recruiter are already proving effective in improved equality data collection, supporting more proactive monitoring of proactive characteristics.

1. Employee Composition - Grade v Gender

Women Men

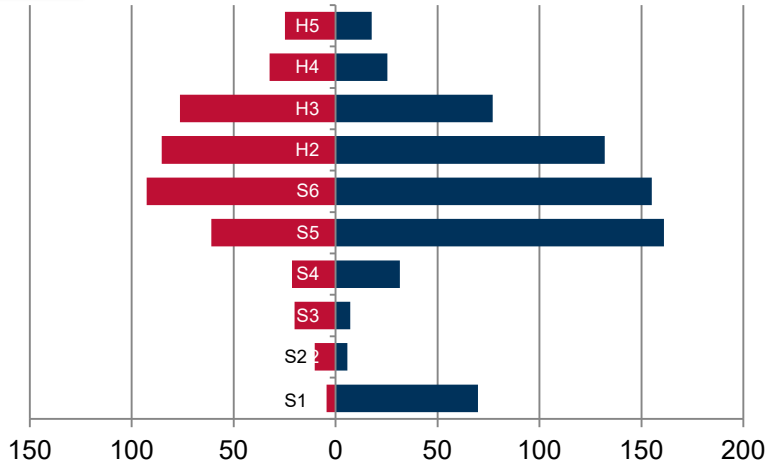
1.11

Gender by Academic Grade
18/19 Academic Year



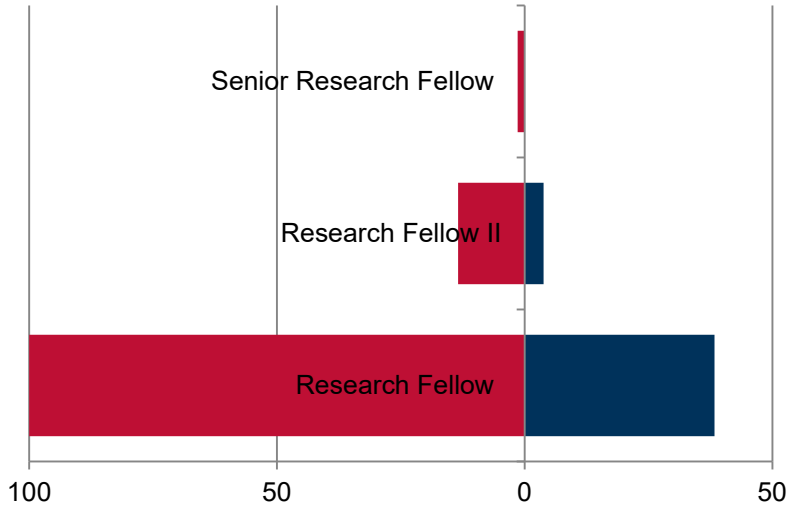
1.12

Gender by Professional / Support Grade
18/19 Academic Year



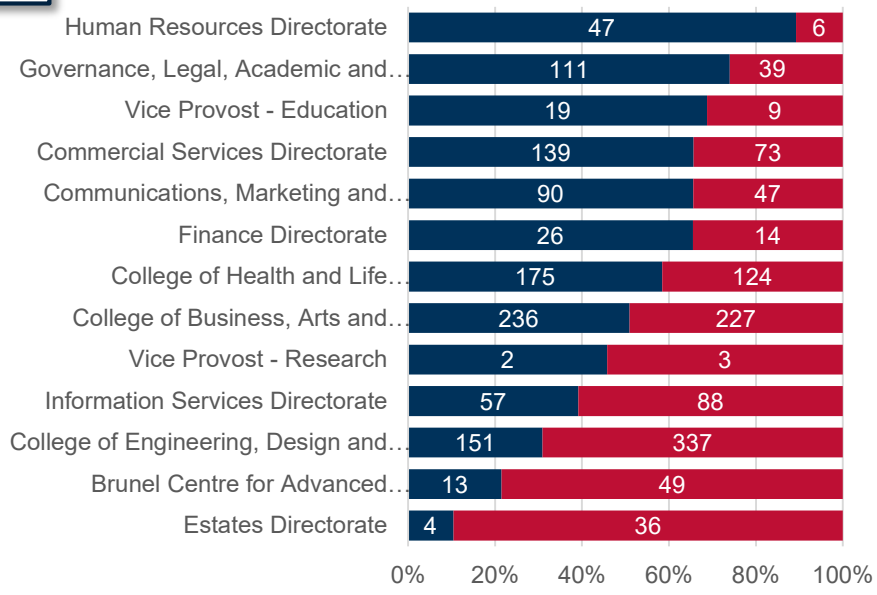
1.13

Gender by Research Grade
18/19 Academic Year



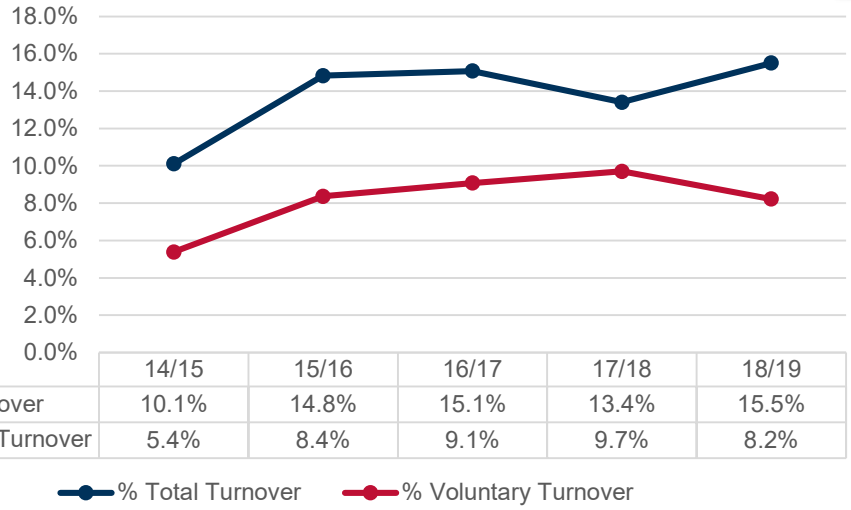
1.14

All employees by Gender and College / Directorate
18/19 Academic Year



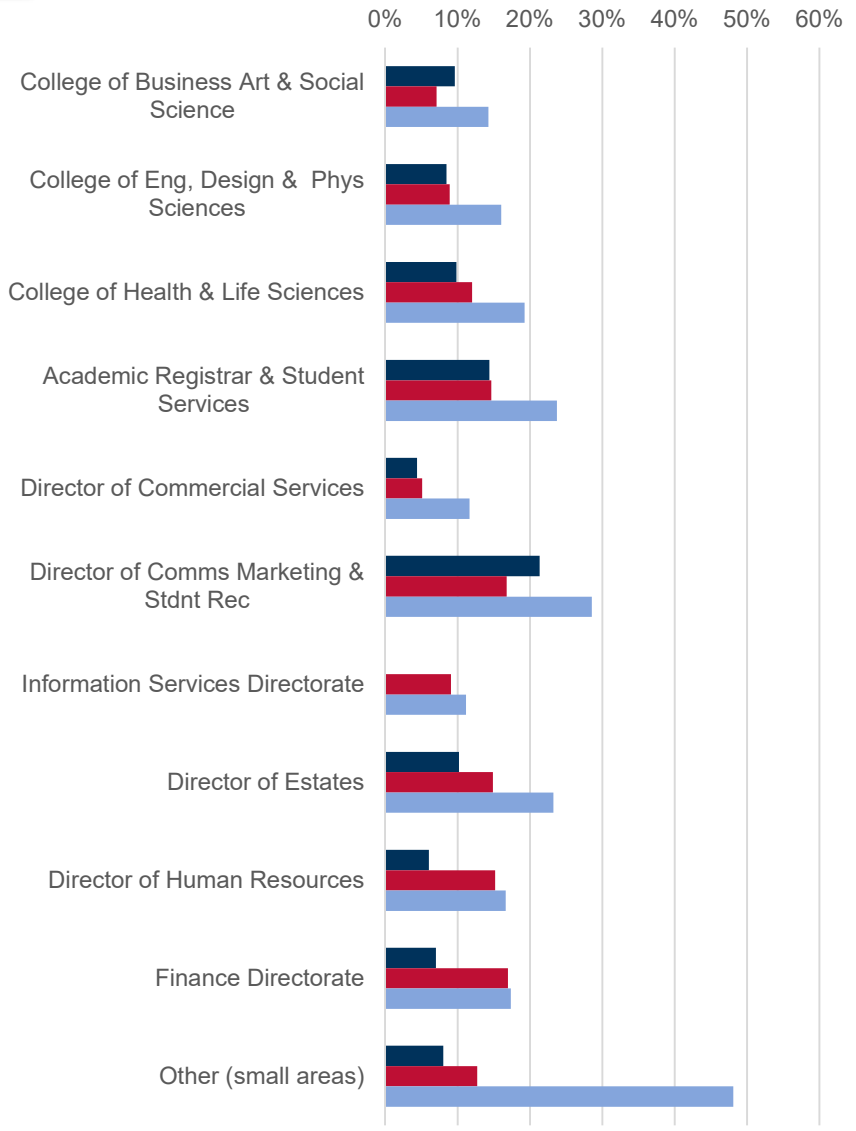
1. Employee Composition - Turnover

1.15 **Turnover (Total & Voluntary)** (all employees)

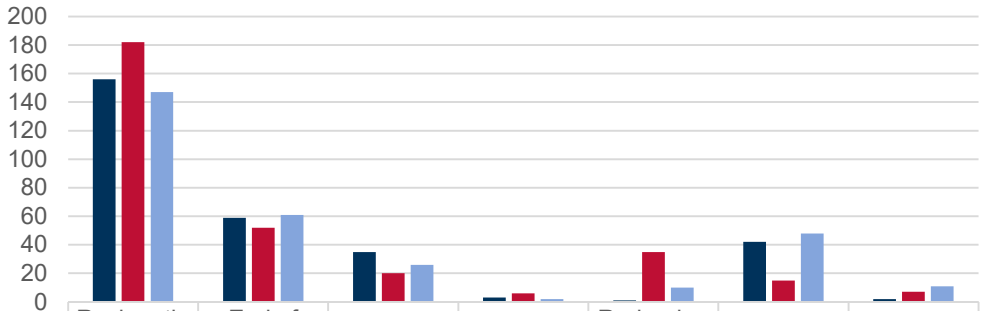


	14/15	15/16	16/17	17/18	18/19
% Total Turnover	10.1%	14.8%	15.1%	13.4%	15.5%
% Voluntary Turnover	5.4%	8.4%	9.1%	9.7%	8.2%

1.16 **Voluntary Turnover by College / Directorate**



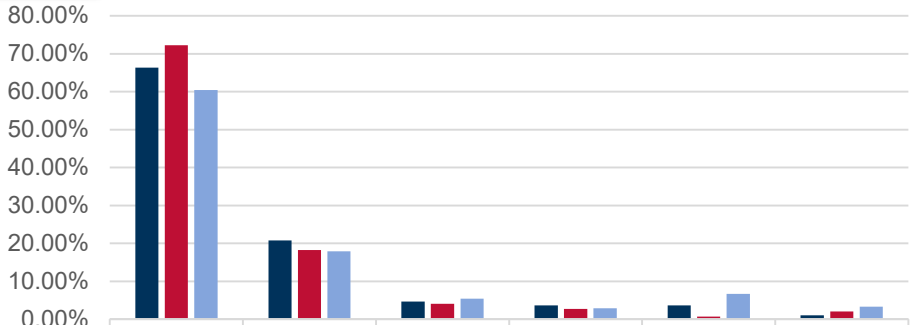
1.17 **Reason For Leaving** (all employees)



	Resignation	End of FTC	Retirement	Dismissal	Redundancy	Settlement	Other
16/17	156	59	35	<5	<5	42	<5
17/18	182	52	20	6	35	15	7
18/19	147	61	26	<5	10	48	11

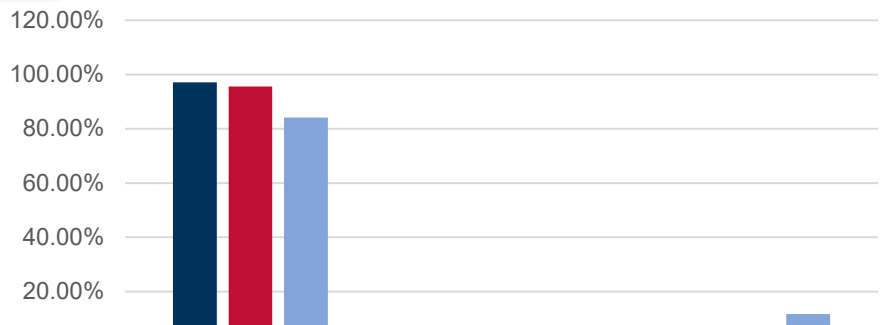
1. Employee Composition - Turnover

1.18 **Ethnicity of Leavers** (Perm & Fixed term)



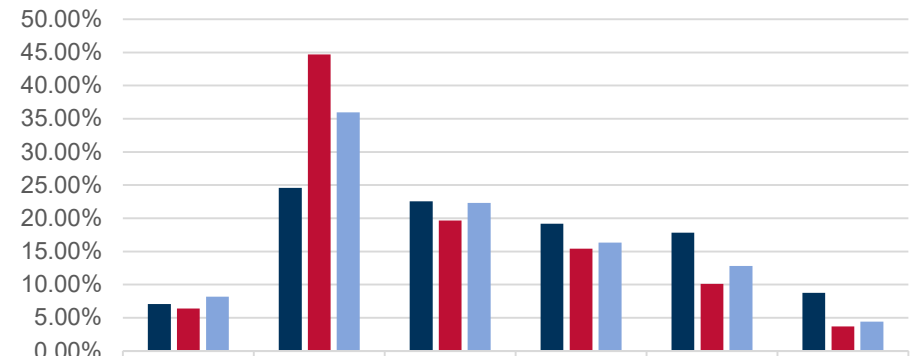
	White	Asian	Black	Mixed	Other	Not Known
15/16	66.34%	20.79%	4.62%	3.63%	3.63%	0.99%
16/17	72.30%	18.24%	4.05%	2.70%	0.68%	2.03%
17/18	60.42%	17.92%	5.42%	2.92%	6.67%	3.33%

1.19 **Disability of Leavers** (Perm & Fixed term)



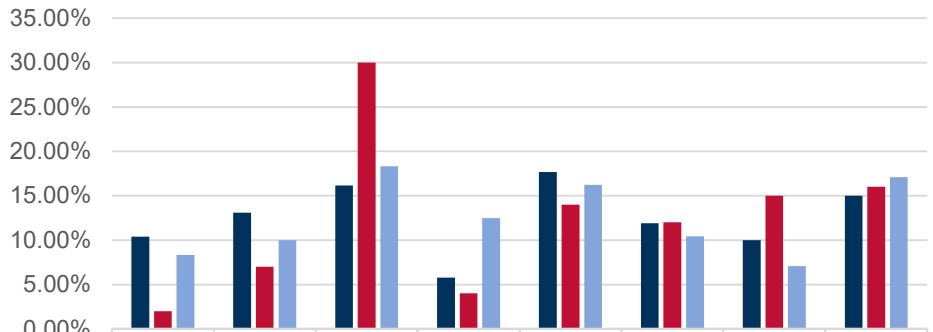
	Not Disabled	Disabled	Information refused
15/16	97.08%	2.27%	0.65%
16/17	95.62%	4.04%	0.34%
18/19	84.12%	4.12%	11.76%

1.20 **Age of Leavers** (Perm & Fixed term)



	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
16/17	7.07%	24.58%	22.56%	19.19%	17.85%	8.75%
17/18	6.38%	44.68%	19.68%	15.43%	10.11%	3.72%
18/19	8.17%	35.98%	22.30%	16.34%	12.80%	4.42%

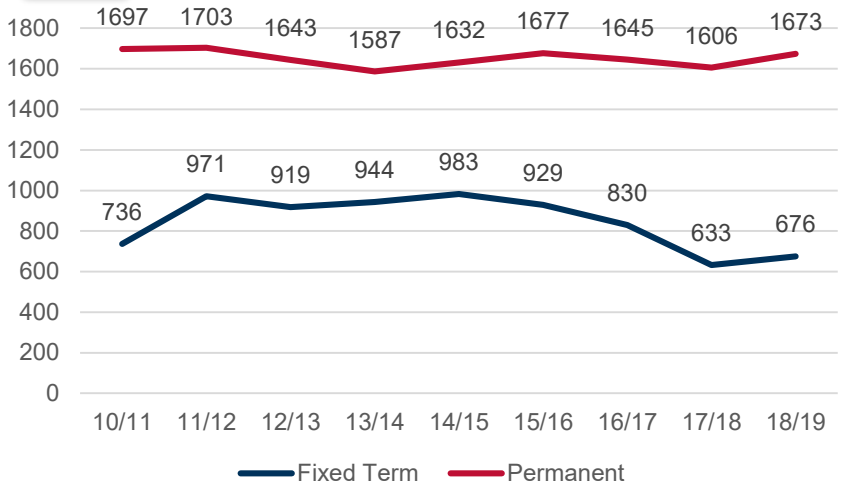
1.21 **Gender of Leavers by Job type** (Perm & Fixed term)



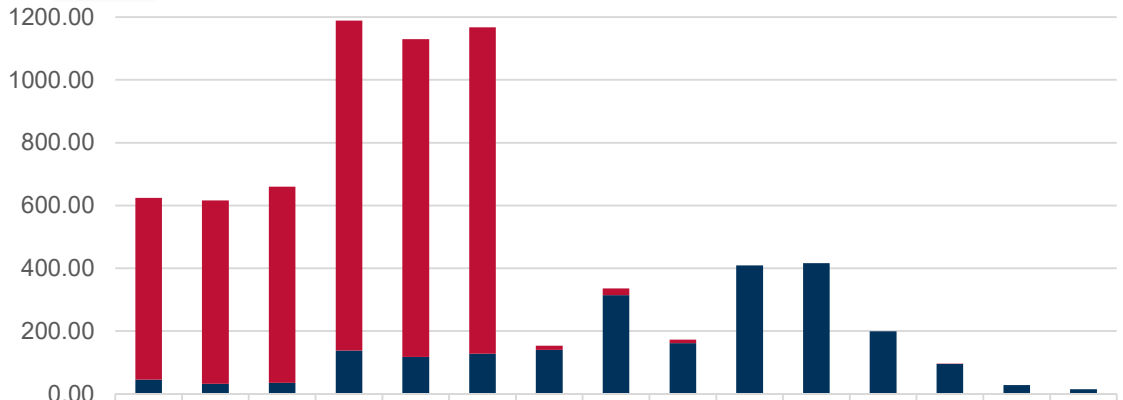
	Academic		Clerical		Professional		Research	
	Women	Men	Women	Men	Women	Men	Women	Men
Max of 16/17	10.38%	13.08%	16.15%	5.77%	17.69%	11.92%	10.00%	15.00%
Max of 17/18	2.00%	7.00%	30.00%	4.00%	14.00%	12.00%	15.00%	16.00%
Max of 18/19	8.33%	10.00%	18.33%	12.50%	16.25%	10.42%	7.08%	17.08%

1. Employee Composition – Contract Type

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

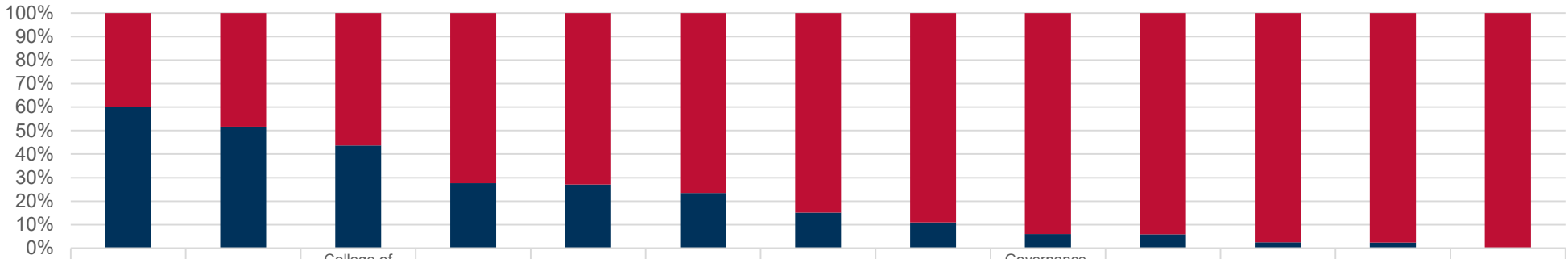


1.23 **Contract Type by Job Type** (Average headcount)



	Academic - 16/17	Academic - 17/18	Academic - 18/19	Professional / Support - 16/17	Professional / Support - 17/18	Professional / Support - 18/19	Research - 16/17	Research - 17/18	Research - 18/19	Academic Hourly Paid - 16/17	Academic Hourly Paid - 17/18	Academic Hourly Paid - 18/19	Casual - 16/17	Casual - 17/18	Casual - 18/19
Permanent	579.25	584.50	624.92	1050.5	1012.0	1038.9	13.50	20.75	10.92	0.00	0.00	0.00	1.5	0	0.00
Fixed Term	45.25	32.08	35.17	138.67	117.60	128.25	140.08	314.67	161.67	408.75	416.17	199.75	95.33	28.08	14.67

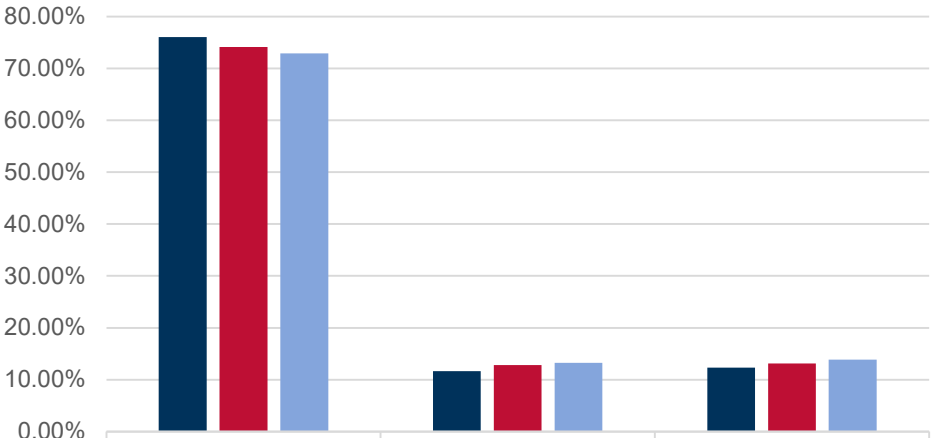
1.24 **Contract Type by College / Directorate** (average FTE)



	Brunel Centre for Advanced Solidification Technology - BCAST	Vice Provost - Research	College of Engineering, Design and Physical Sciences - CEDPS	Finance Directorate	College of Business, Arts and Social Sciences - CBASS	College of Health and Life Sciences - CHLS	Communications, Marketing and Student Recruitment - CMSR	Human Resources Directorate	Governance, Legal, Academic and Student Services - GLASS	Information Services Directorate	Commercial Services Directorate	Estates Directorate	Office of the Provost (inc BIC)
Permanent	28	<5	280	30	348	229	116	49	262	137	207	40	<5
Fixed Term	42	<5	216	12	129	71	21	6	17	9	5	<5	<5

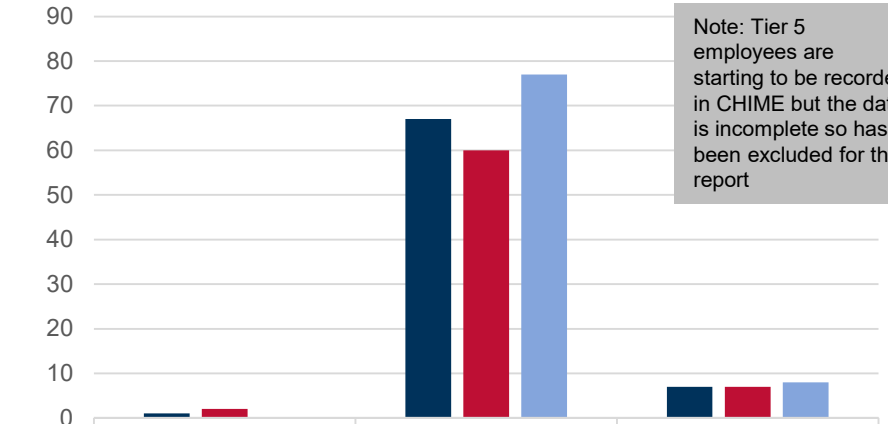
1. Employee Composition - International & UKVI

1.29 International employees %



	UK	EU	Non-EU
16/17	76.00%	11.67%	12.33%
17/18	74.09%	12.81%	13.10%
18/19	72.86%	13.27%	13.87%

1.30 Certificate of Sponsorship Tier of employees
(exc. Jobshop)



Note: Tier 5 employees are starting to be recorded in CHIME but the data is incomplete so has been excluded for this report

	TIER 1	TIER 2	TIER 4
16/17	<5	67	7
17/18	<5	60	7
18/19	0	77	8

HEIDI Data on HE sector:

- •All HE 12% Other EU, 8% Non-EU
- •Comp' Group 14% Other EU, 10% Non-EU

1. Employee Composition - Commentary

Brunel vs. Comparator Group

- [1.4a – 1.4b] Ratios have remained broadly constant for Brunel since 2015/16 and broadly median of the comparator group for academic: non-academic employees.
- [1.4a – 1.4b] In terms of the ratio of non-academic and support employees to academic, Surrey, Southampton, York, Reading, Loughborough, Kent and Bath are all higher than BUL.
- [1.4c – 1.4e] York, Southampton, Bath, Queen Mary and Loughborough, have a noticeably smaller proportion of employees on Teaching Only contracts, Kent, Sussex, Reading and Surrey, are broadly similar, while Royal Holloway and City University have a noticeably larger proportion.
- [1.4c – 1.4e] Brunel has one of the smallest proportion of teaching focused contracts (33% FPE, 12% FTE) compared with a number of benchmark institutions. For each one FTE of 'Teaching Only' contract work, Southampton, York, and Loughborough employ one person, Queen Mary, Bath, Kent, Surrey and Reading employ two people, Sussex three, Brunel and Royal Holloway employ 3.5, while City employ eight people.

What is our approach re teaching only or academic education contracts?
Does this model need to be reviewed or does it continue to fit with the University's strategic direction?
How would an increase in teaching only employees impact the quality of the student experience and/or impact our REF strategy?

Protected Characteristics

The diversity profile of the University has remained largely the same. There has been a marginal increase in BME employees, but the proportion remains the same as last year at 29%. This is higher than the national HE average and is to be expected given that we are based in London.
Following a dip last year, we have seen an increase in declaration rates for disabled staff. This is positive news as it means that we are better able to provide support and reasonable adjustments where required. However we are slightly below the HE average at 5% declaration rate.
Most staff at Brunel are between the ages of 35-54 and nationally in HE most staff are between the ages of 31-55.
We continue to see more staff declare their sexual orientation and religion/belief year on year.

Grade v Gender

Gender balance remains a challenge at Brunel, particularly in senior academic and research positions, where women remain under represented.
In academic grades there are more women as lecturers, however at every other academic grade there are more men. The EDI held a revamped Success for All workshop in December 2018 and January. This workshop targeted academic staff preparing for promotion, particularly women, BME, LGBT and disabled staff. We have been able to track that staff that attended the workshop had a better success rate during the academic promotion round in 2018. In the professional grades, women dominate the S grades. From the H3 to H5 grades there is a more even gender split.

Turnover

Younger staff are still more likely to leave this year (25-34) but the proportion has fallen from 45% to 35%. Could this mean there have been more opportunity for them to progress their career at the University? There has also been a 7% decrease in female researchers leaving the University.

Contract Type

Consultants are excluded from the data on contract type as data is incomplete

Brunel is in the process of making significant change to contract type. Any fixed term contract employee with four or more years continuous service is transferred to an open ended contract. Hourly paid lecturers that fulfil regular contracts are now being reviewed with a view to moving individuals to fractional contracts.

There is a review of the use of consultants and contractors, which will enable the creation of an establishment-based model and prepare the University for the latest IR35 changes.

International & UKVI

At 27% non-UK employees and 14% non-EU, Brunel has great diversity within its workforce and a high dependency on non-UK talent attraction and retention. The Brexit task force has attraction and retention as a key risk and policies (relocation, support for VISA costs) are being improved.

Brunel has not seen a decrease in EU staff but rather an increase in both EU and international staff working here. The University has sponsored more staff for VISAs this year:

- 32 of our allocated 39 Tier 2 sponsorships have been allocated.
- 4 of our allocated 10 Tier 5 (international researchers) have been allocated

2. Reward, Recognition and Pay

2. Reward, Recognition and Pay - Gender Pay Gap

2.1

Gender Pay Gaps	2017	2018	2019 latest	Difference (2019-2018)
Mean	20.04%	19.83%	**18.48%**	-1.35%
Median	23.58%	25.67%	**21.52%**	-4.15%
Mean Bonus	47.28%	43.70%	**45%**	+1.30%*
Median Bonus	33.3%	25.00%	**34%**	+9.00%*
Proportion of women receiving bonuses:	2.78%	3.08%	**2.43%**	-0.65%*
Proportion of men receiving bonuses:	2.75%	3.21%	**6.24%**	+3.03%*
Proportion of Men and Women staff in salary quartiles:				
	Wom Men	Wom Men	Wom Men	% diff(W)
Lower Quartile (Q1)	Q1 63% 37%	Q1 63% 37%	Q1 61% 39%	-2%
Lower Middle Quartile	Q2 58% 42%	Q2 57% 43%	Q2 61% 39%	+4%
Upper Middle Quartile	Q3 49% 51%	Q3 48% 52%	Q3 49% 51%	+1%
Upper Quartile	Q4 38% 62%	Q4 36% 64%	Q4 38% 62%	+2%

- Both the mean and median pay gaps have reduced this year compared with last year. Although we are still higher than the national average for HEIs (15.9% - UCU 2018)
- Our proportions of women and men in each quartile remains relatively similar.
- In conjunction with our trade unions we will be developing robust action plans for address the pay gaps

All employees - classified as Full Pay relevant employees. Exclusions – payments of one off piece work, employees on sick pay, employees on statutory maternity leave. Snapshot date March 31st 2019. Hourly Pay calculated using March as 154 working hours and FTE.

2. Reward, Recognition and Pay - Ethnicity Pay Gap

2.2

Ethnicity Pay Gaps	2018	2019 latest	Difference (2019-2018)
Mean	20.49%	**20.3%**	**-0.19%**
Median	21.17%	**22.01%**	**+0.84**
Mean Bonus	62%	**27.76%**	**-34.24%**
Median Bonus	25%	**11.76%**	**-13.24%**
Proportion of non-BME receiving bonuses:	4.03%	**4.45%**	**+0.42%**
Proportion of BME receiving bonuses:	1.21%	**2.88%**	**+1.67%**
Proportion of Men and Women staff in salary quartiles:			
	Non-BME BME	Non-BME BME	% BME change
Lower Quartile (Q1)	Q1 47% 51%	Q1 46% 54%	**+3%**
Lower Middle Quartile (Q2)	Q2 64% 33%	Q2 65% 35%	**+2%**
Upper Middle Quartile (Q3)	Q3 69% 29%	Q3 71% 29%	**0**
Upper Quartile (Q4)	Q4 76% 22%	Q4 73% 27%	**+5%**

- The mean ethnicity pay gap has reduced slightly this year and the median has increased.
- The inclusion of the RIS has improved our ethnicity bonus gap data.
- We have a 5% increase in proportion BME at the highest paid level and we should try to continue to support staff to progress with their careers

All employees - classified as Full Pay relevant employees. Exclusions – payments of one off piece work, employees on sick pay, employees on statutory maternity leave. Snapshot date March 31st 2019. Hourly Pay calculated using March as 154 working hours and FTE.

2. Reward, Recognition and Pay – Disability Pay Gap

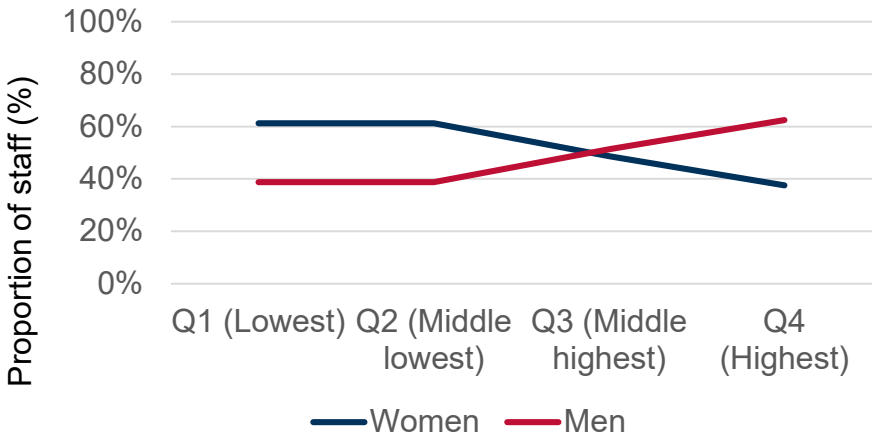
2.3

Disability Pay Gaps	2019
Mean	**10.53%**
Median	**7.96%**
Mean Bonus	**n/a**
Median Bonus	**n/a**
Proportion of non-disabled receiving bonuses: **Proportion of disabled receiving bonuses:**	**n/a**
Proportion of Men and Women staff in salary quartiles: Lower Quartile (Q1) Lower Middle Quartile (Q2) Upper Middle Quartile (Q3) Upper Quartile (Q4)	**Non-disabled** **disabled*** Q1 93% 3.6% Q2 86% 5.2% Q3 89% 4.5% Q4 67% 2.38%

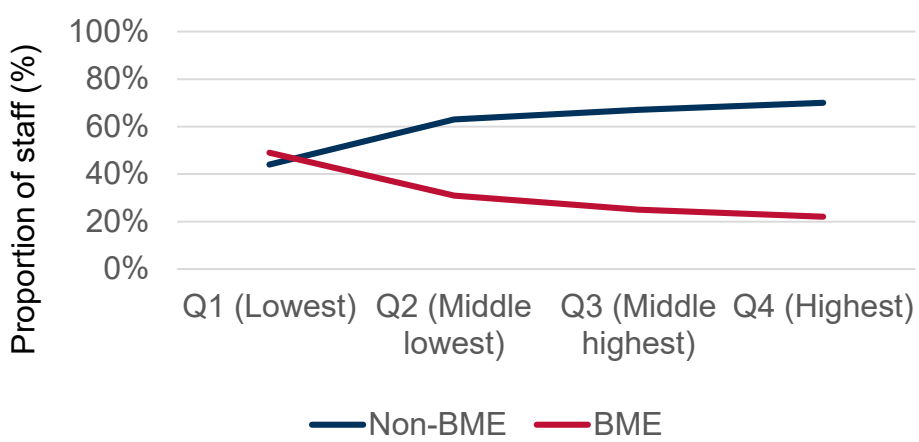
- This year for the first time we are including our disability pay gap figures.
- Our mean is 10.3% which is lower than the London mean pay gap at 15.3% (OfNS 2018)

2. Reward, Recognition and Pay - Hourly Pay Rates Distribution

2.4



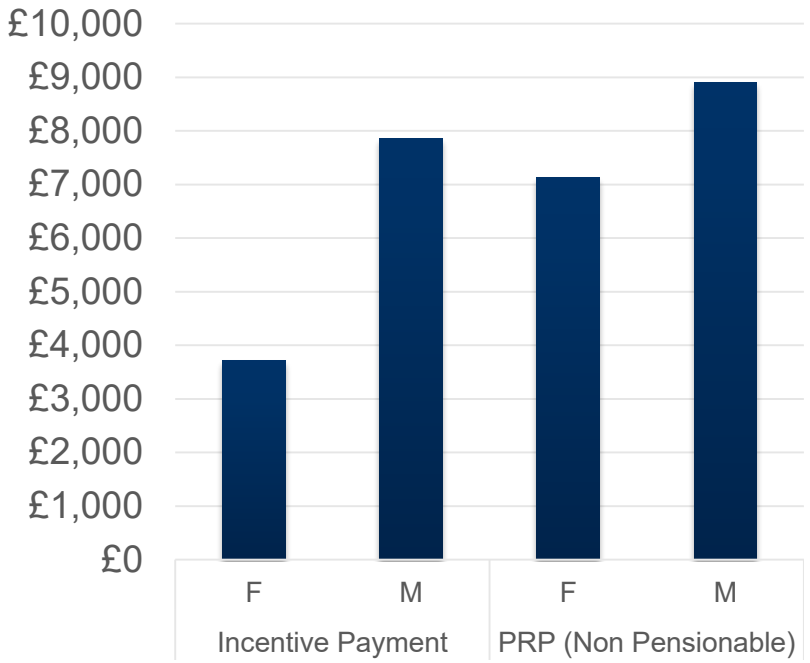
2.5



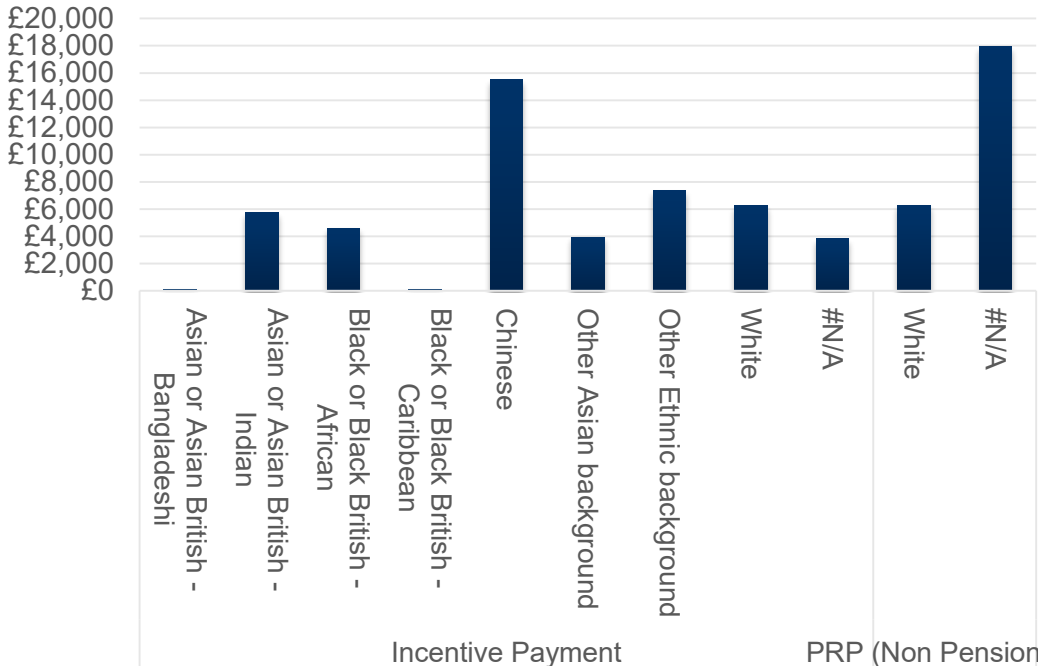
- These figures show we have a higher proportion of women and BME staff in lower paid roles compared with men and non-BME staff.
- This is not the case across all job families, however it is substantial and shows us we are likely to have vertical and horizontal occupational segregation.

2. Reward, Recognition and Pay - Bonus Pay Gap

2.6 Mean bonus amounts by gender for the PRP and RIS bonus schemes



2.6.1 Mean bonus amounts by ethnicity for the PRP and RIS bonus schemes



- A higher proportion of men than women receive the incentive payments (RIS)
- This scheme is being phased out across the next few years
- The incentive payment (RIS) is good for BME pay gap due to the number of Chinese staff receiving this type of payment
- ACTION: We should encourage some of the senior staff to disclose their ethnicity so we can accurately report on the PRP payments

- The total population as included in the Gender Pay Gap Reporting March 2019

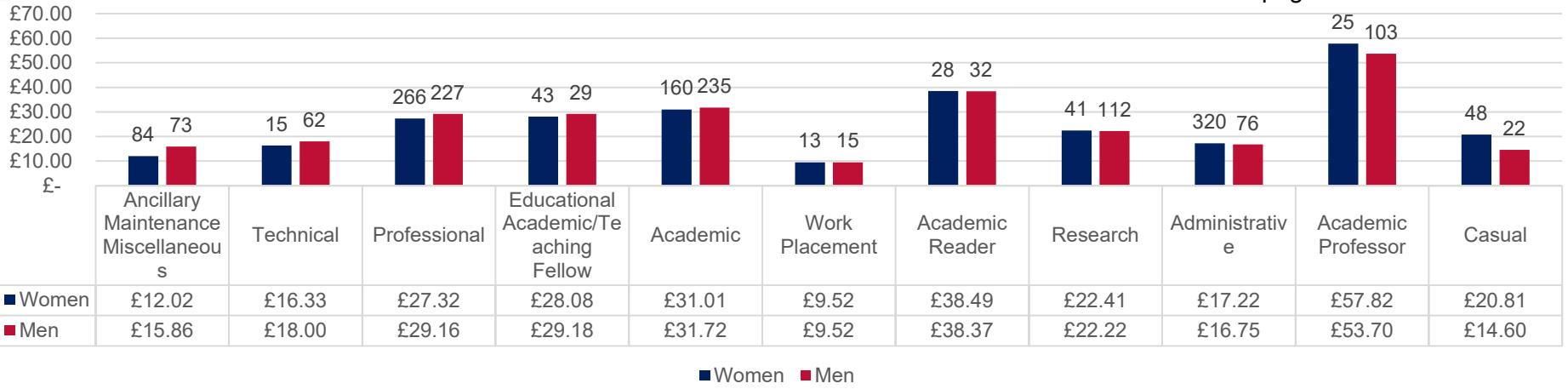
Bonus Payments include honoraria and performance related payments. These were given between March 2018 and March 2019.

2. Reward, Recognition and Pay - Mean Hourly Pay by Job Family and Gender

2.7

Average hourly pay plotted for each pay grade by gender.

* For examples of typical grades see definitions page 68

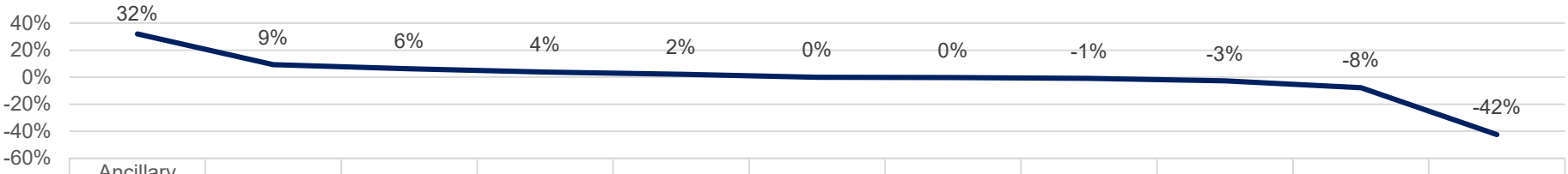


	Ancillary Maintenance Miscellaneous	Technical	Professional	Educational Academic/Teaching Fellow	Academic	Work Placement	Academic Reader	Research	Administrative	Academic Professor	Casual
Women	£12.02	£16.33	£27.32	£28.08	£31.01	£9.52	£38.49	£22.41	£17.22	£57.82	£20.81
Men	£15.86	£18.00	£29.16	£29.18	£31.72	£9.52	£38.37	£22.22	£16.75	£53.70	£14.60

Our biggest gender pay gaps are at either end of the spectrum – ancillary and casual workers

2.8

Gender Pay Gaps by job family



	Ancillary Maintenance Miscellaneous	Technical	Professional	Educational Academic/Teaching Fellow	Academic	Work Placement	Academic Reader	Research	Administrative	Academic Professor	Casual
Series1	32%	9%	6%	4%	2%	0%	0%	-1%	-3%	-8%	-42%

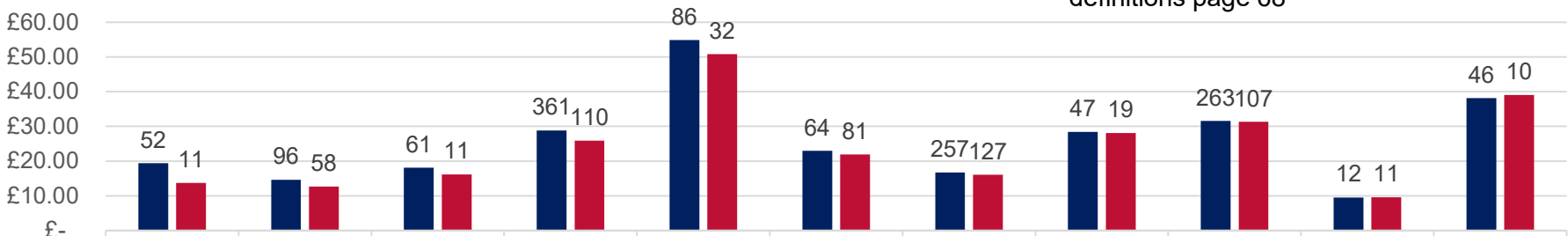
Most of our academic jobs have a relatively small pay gap (<5%) Academic professors we have a pay gap in favour of women staff even though the numbers are lower.

2. Reward, Recognition and Pay - Mean Hourly Pay by Job family and Ethnicity

2.9

Average hourly pay plotted for each pay grade by ethnicity.

* For examples of typical grades see definitions page 68

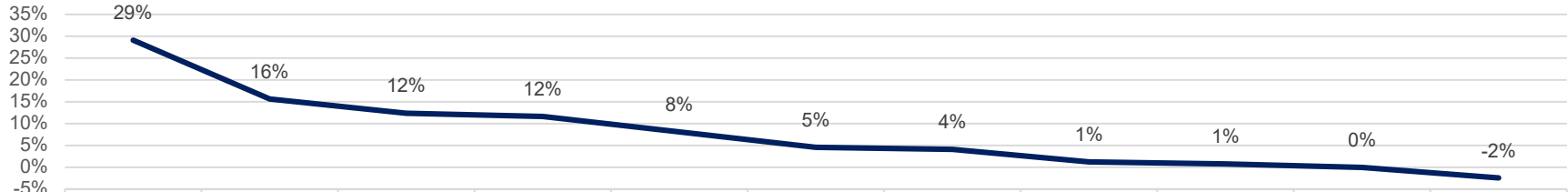


	Casual	Ancillary Maintenance Miscellaneous	Technical	Professional	Academic Professor	Research	Administrative	Educational Academic/Teaching Fellow	Academic	Work Placement	Academic Reader
White	£19.38	£14.64	£18.13	£28.85	£54.89	£22.94	£16.75	£28.44	£31.54	£9.53	£38.12
BME	£13.74	£12.66	£16.14	£25.85	£50.79	£21.95	£16.10	£28.10	£31.31	£9.53	£39.08

We have relatively small ethnicity pay gaps for academic positions, we have larger gaps in professional, technical and casual or miscellaneous staff.

2.10

Ethnicity Pay Gaps by job family



	Casual	Ancillary Maintenance Miscellaneous	Technical	Professional	Academic Professor	Research	Administrative	Educational Academic/Teaching Fellow	Academic	Work Placement	Academic Reader
Series1	29%	16%	12%	12%	8%	5%	4%	1%	1%	0%	-2%

2. Reward, Recognition and Pay - Pay Equality Summary

Gender Pay Gap

- shows there are more men in higher paid roles than women.

Mean Gender Pay Gap +**18.48%** Median Gender Pay Gap +**21.52%**

- The Bonus Gender pay gap is **+45%** in favour of men.

Ethnicity Pay Gap (Basic 2way - 'White'/'BME')

- There are more employees identifying as white Caucasian in the three higher pay quartiles compared with other ethnicities, collectively.

Mean Ethnicity Pay Gap +**20.3%** Median Ethnicity Pay Gap +**22.01%**

Disability Pay Gap (Basic 2way - 'non-disabled'/'disabled')

Mean Disability Pay Gap +**10.53%** Median Disability Pay Gap +**7.96%**

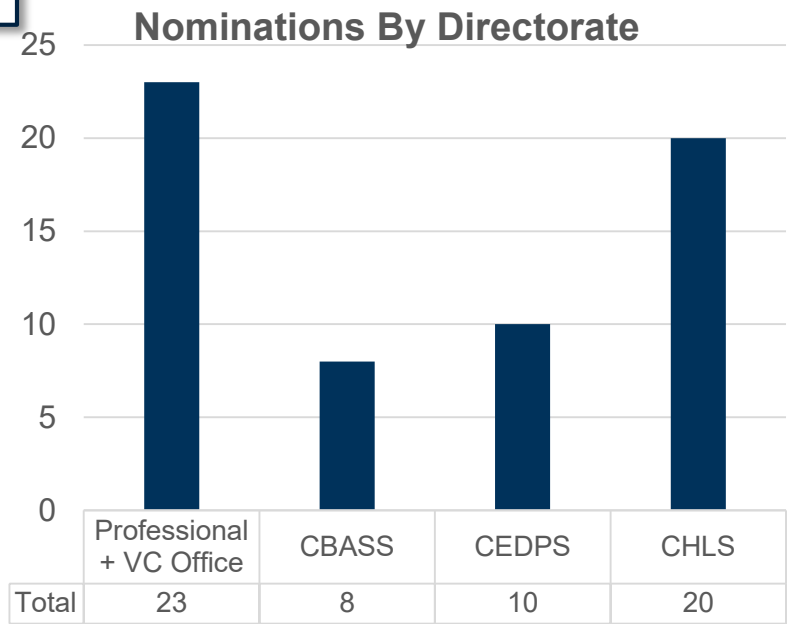
Equal Pay Analysis

- Shows that for doing the same job, men and women are relatively equally paid, however there are some roles where a difference in average hourly pay has been identified for men and women in roles of the same grade.

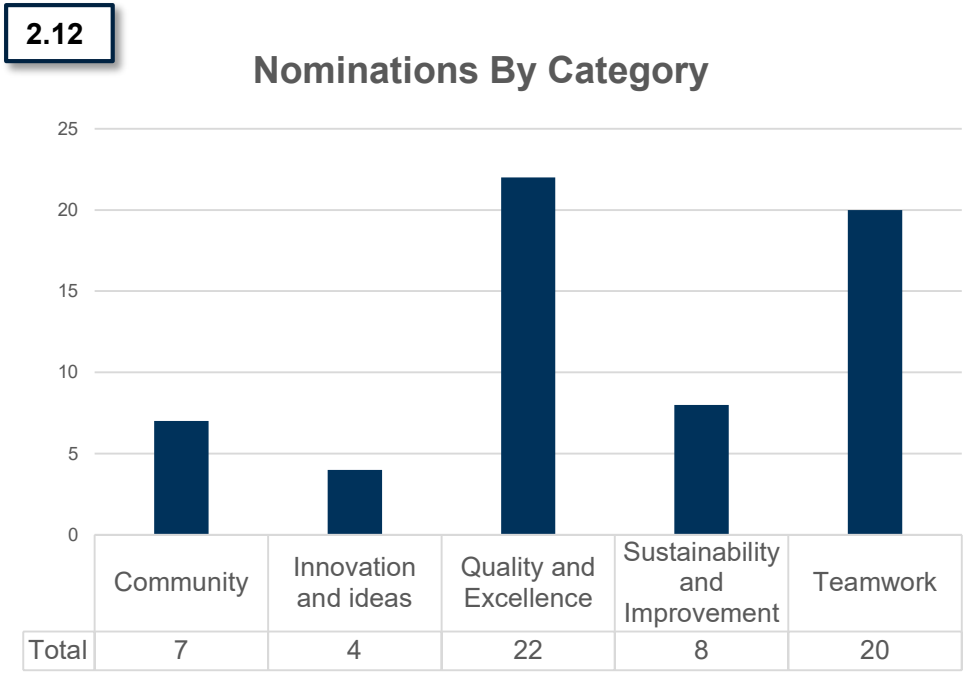
All data from March 2019 payslip (includes all employees) Excludes those who are not on relevant full pay on the snapshot date of 31st March 2019. Bonus Data from March 2018-19 includes Honorariums and Performance Related Payments and RIS.

2. Reward, Recognition and Pay - Awards for Excellence

2.11



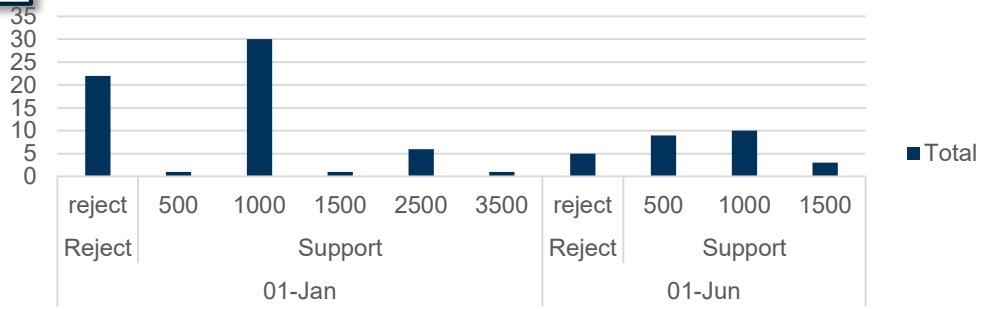
2.12



- The highest number of nominations was received for employees in Professional roles
- Most nominations were made for Quality and Excellence or Teamwork

2. Reward, Recognition and Pay - Awards for Excellence

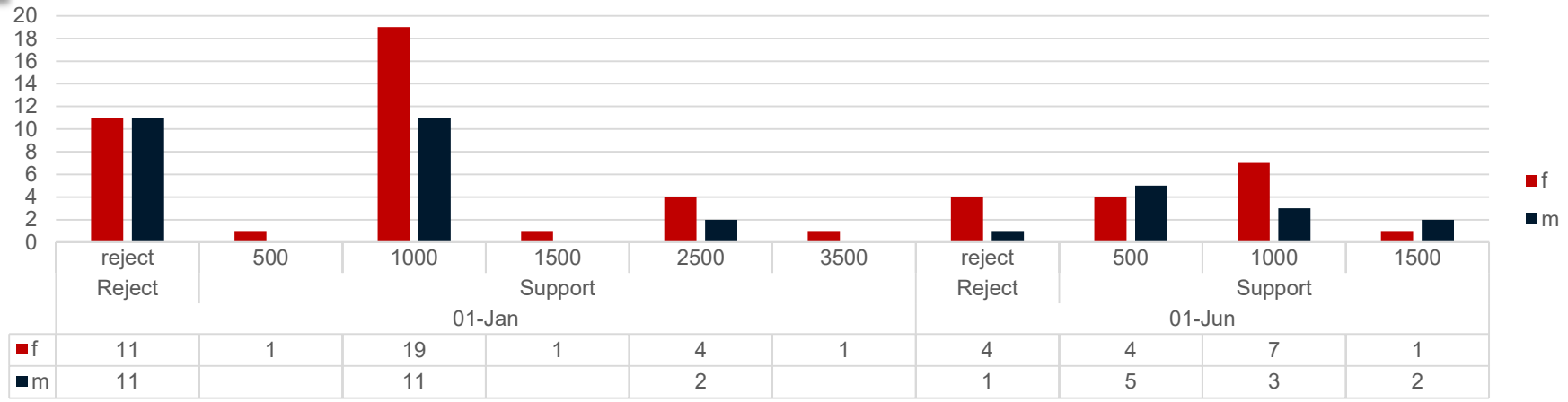
2.13



	Women	Men	Total	%Women
January Round	**37**	**24**	**61**	**61%**
Reject	11	11	22	50%
Support	**26**	**13**	**39**	**67%**
£500	1		1	100%
£1,000	19	11	30	63%
£1,500	1		1	100%
£2,500	4	2	6	67%
£3,500	1		1	100%
June Round	**16**	**11**	**27**	**59%**
Reject	4	1	5	80%
Support	**12**	**10**	**22**	**55%**
£500	4	5	9	44%
£1,000	7	3	10	70%
£1,500	1	2	3	33%
Grand Total	**53**	**35**	**88**	**60%**

As the scheme gains traction, there were more than double the number of nominations in the January round compared with the June Round (61v27)

2.14

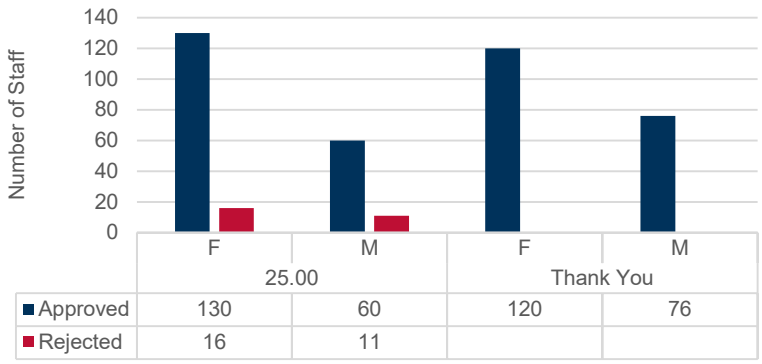


	reject	500	1000	1500	2500	3500	reject	500	1000	1500
f	11	1	19	1	4	1	4	4	7	1
m	11		11		2		1	5	3	2

A higher number of women than men won awards in both rounds (61% and 59% women respectively).

2. Reward, Recognition and Pay - Recognition and Appreciation

2.15



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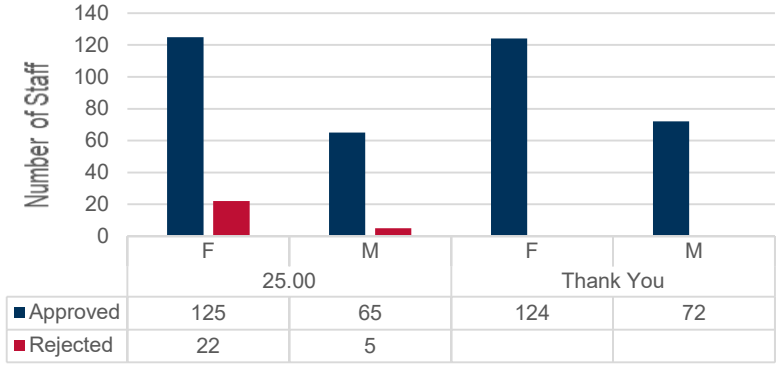

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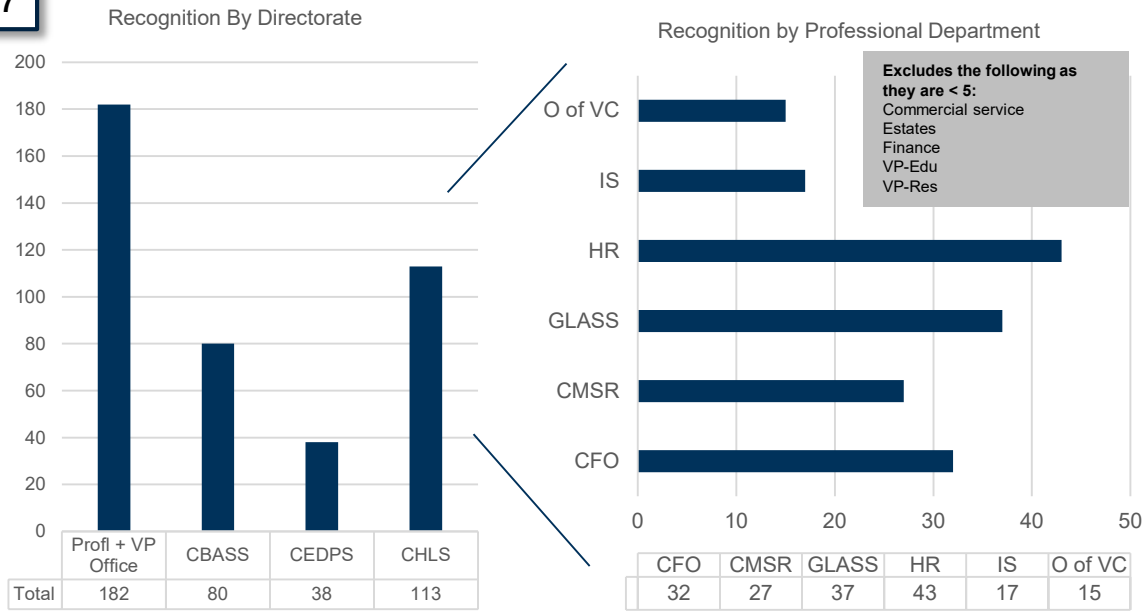

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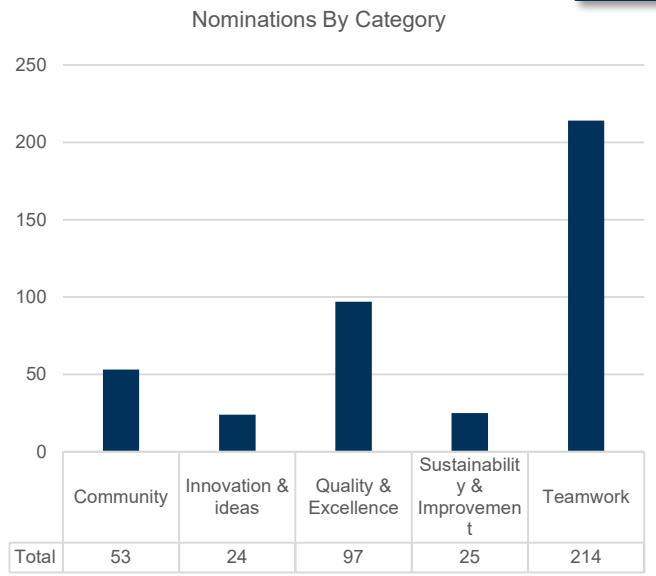


2. Reward, Recognition and Pay - Commentary

Pay Gaps

- Brunel published its second gender pay gap report in March 2019 (for the March 2017 census date) and our third report will be published externally shortly.
- Brunel's specific challenges are that we have a higher proportion of women in professional services and support roles and a higher proportion of men in academic and managerial roles.
- Our pay gap also reflects that as a University with a bias towards engineering, we have more men than women in senior academic roles. This is unfortunately reflective of societal norms and is something we actively seek to address in both our staff and student populations.
- We are taking steps to reduce our gender pay gap including our commitment to Athena SWAN, supporting the national Aurora and Springboard leadership programmes for women in HE and championing women's development through women only promotion workshops for academics.
- We are increasing transparency through a new reward and recognition strategy. This has included the cessation of the Research Incentive Scheme, which has been replaced with a new Awards for Excellence Scheme that rewards excellence across all functions of the University.
- Ethnicity and disability reporting are not currently a statutory requirement although Brunel is taking proactive steps to publish our ethnicity and disability pay gap data early alongside the gender pay gap data this year.

Recognition

- A higher number of women than men are nominating and being nominated for awards for both Awards for Excellence and Recognition.
- Professional Services staff are utilising these awards more than staff from the colleges.
- There were many more applications in the January round compared with the June rounds for Awards for Excellence.
- Most of the awards were given in two categories team work and excellence

3. Talent/Career Development

3. Talent/Career Development – Academic Promotions Workshops

3.1 Promotions workshops attendees

	Attendees
Academic Promotions Workshop - 03/12/18	24
Academic Promotions Workshop - 06/12/18	30
Academic Promotions Workshop for Women - 15/12/18	4
Success For All: Workshops For Staff Considering Academic Promotion - 11/12/18	20
Success For All: Workshops For Staff Considering Academic Promotion - 15/12/18	21
Total attendances	**99**

There were 99 individual attendances recorded by 87 Staff Members attending one or more Academic Promotions workshops. 11 Staff attended two workshops and one staff member attended three. (This figure includes the attendance of three HR Business Partners who were not eligible for application).

Of those 87 individuals, 42 went on to apply for a Promotion (48%). 44 eligible staff did not apply for Promotion (this figure excludes the three HR Business Partners who were included in the count of those attending).

Of those who applied for Promotion who had been to one or more workshop, 26 of them received a promotion (62%).

Overall, of the staff who attended at least one workshop 26 out of 87, 30% of those were promoted.

Of those staff who did not attend any workshops but did apply for Promotion (47), 23 of those received a promotion (48%). This suggests that attending one or more workshop could be associated with a higher rate of promotion success.

3. Talent/Career Development – Academic Promotions

3.2 **Summary**

Applications 2018/2019:

- 88 applications were made for promotion (78 in 2017/18, 91 in 2016/17 and 101 in 2015/16).
- 47 people were promoted in 2018/2019 (41 in2017/18 39 in 2016/17 and 63 in 2015/16)

Applications			*Departmental Promotions Panel*				*College Promotions Panel*			Total
			Unsuc	Progress	%Prog	Appeal at DPP	Unsuc	Success	%Suc	%Success of applications
CBASS	**CBASS**	**35**	**14**	**19**	**54%**	**2**	**1**	**20**	**95%**	**57%**
	S. Lecturer	15	4	10	67%	1		11	100%	73%
	Reader	19	9	9	47%	1	1	9	90%	47%
	Professor	1	1	0	0%					0%
CEDPS	**CEDPS**	**31**	**14**	**15**	**48%**	**4**	**6**	**13**	**68%**	**42%**
	S R Fellow	1	0	1	100%		1		0%	0%
	Lecturer	1	0	1	100%			1	100%	100%
	S. Lecturer	8	3	3	38%	2	2	4	67%	50%
	Reader	16	8	8	50%	2	2	7	78%	44%
	Professor	5	3	2	40%		1	1	50%	20%
CHLS	**CHLS**	**22**	**7**	**14**	**64%**	**1**	**1**	**14**	**93%**	**64%**
	R. Fellow	1	0	1	100%			1	100%	100%
	S. Lecturer	9	4	5	56%			5	100%	56%
	Reader	9	1	7	78%	1	1	7	88%	78%
	Professor	3	2	1	33%			1	100%	33%
Grand Total		**88**	**35**	**48**	**55%**	**7**	**8**	**47**	**85%**	53%

3. Talent/Career Development – Academic Promotions

3.3 **% of employees by gender at each stage of promotions**

	Number of Applicants	*Successful Promoted*	*% Success*	*% Difference*
Women	29	20	69%	23%
Men	59	27	46%	

Success rates across all Colleges and positions comparing Women to Men

Applications		*Departmental Promotions Panel*			*College Promotions Panel*			*Overall*	
		Unsucc	*Progress*	*%Progress*	*Unsucc*	*Promoted*	*%Success*	*%Promoted of total applications*	*%Gender Success difference*
CBASS	35	14	19	54%	1	20	95%	57%	
Women	14	4	9	64%		10	100%	71%	24%
Men	21	10	10	48%	1	10	91%	48%	
CEDPS	31	14	15	48%	6	13	68%	42%	
Women	2	1	1	50%	1	1	50%	50%	9%
Men	29	13	14	48%	5	12	71%	41%	
CHLS	22	7	14	64%	1	14	93%	64%	
Women	13	3	9	69%	1	9	90%	69%	14%
Men	9	4	5	56%		5	100%	56%	

Comparing success rates of genders by College, the proportion of women who were successful is higher than the proportion of men. The highest proportion percentage difference by gender was seen in CBASS (24%), then CHLS (14%) and CEDPS (9%).

3. Talent/Career Development – Academic Promotions

3.5 **Of total applications % BME employees compared with the %BME proportion in the college**

	Number of Applicants	*Successful Promoted*	*%Success*	*%Difference*
BME	27	14	52%	**-2%**
White	61	33	54%	

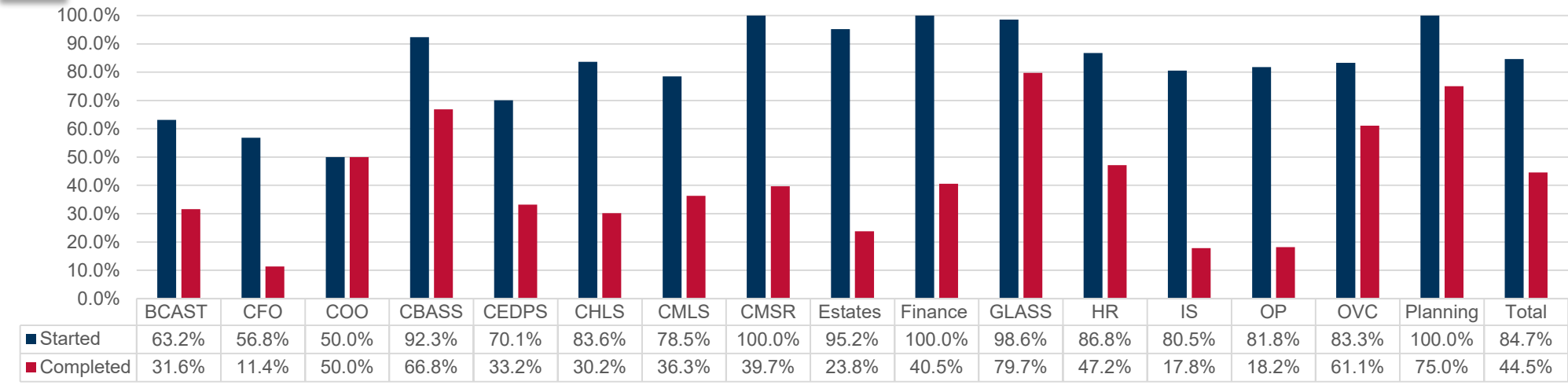
Success rates across all Colleges and positions comparing Ethnicity.

Applications		*Departmental Promotions Panel*			*College Promotions Panel*		*Overall*	
		Unsucc	***Progress***	***%Progress***	***Unsucc***	***Promoted***	***%Promoted of total applications***	***%Ethnicity Success difference***
CBASS	**35**	**14**	**19**	**54%**		**20**	**57%**	
BME	7	1	6	86%		6	86%	**+36%**
White	28	13	13	46%		14	50%	
CEDPS	**31**	**14**	**15**	**48%**	**2**	**13**	**42%**	
BME	16	8	8	50%	3	5	31%	**-22%**
White	15	6	7	47%		8	53%	
CHLS	**22**	**7**	**14**	**64%**		**14**	**64%**	
BME	4	1	3	75%		3	75%	**+11%**
White	18	6	11	61%		11	61%	

Numbers of applicants to the 2018/19 Academic Promotions Round by college and stage and ethnicity and success.

3. Talent/Career Development - PDR

3.3 % of employee PDRs started and completed by College / Directorate



	BCAST	CFO	COO	CBASS	CEDPS	CHLS	CMLS	CMSR	Estates	Finance	GLASS	HR	IS	OP	OVC	Planning	Total
Started	63.2%	56.8%	50.0%	92.3%	70.1%	83.6%	78.5%	100.0%	95.2%	100.0%	98.6%	86.8%	80.5%	81.8%	83.3%	100.0%	84.7%
Completed	31.6%	11.4%	50.0%	66.8%	33.2%	30.2%	36.3%	39.7%	23.8%	40.5%	79.7%	47.2%	17.8%	18.2%	61.1%	75.0%	44.5%

College/Directorate	Started	Completed
BCAST	12 (63.2%)	6 (31.6%)
CFO	25 (56.8%)	5 (11.4%)
COO	1 (50.%)	1 (50.%)
CBASS	362 (92.3%)	262 (66.8%)
CEDPS	234 (70.1%)	111 (33.2%)
CHLS	194 (83.6%)	70 (30.2%)
CMLS	106 (78.5%)	49 (36.3%)
CMSR	136 (100.%)	54 (39.7%)
Estates	20 (95.2%)	5 (23.8%)
Finance	37 (100.%)	15 (40.5%)
GLASS	141 (98.6%)	114 (79.7%)
HR	46 (86.8%)	25 (47.2%)
IS	95 (80.5%)	21 (17.8%)
OP	9 (81.8%)	2 (18.2%)
OVC	15 (83.3%)	11 (61.1%)
Planning	12 (100.%)	9 (75.%)
Total	1445 (84.7%)	760 (44.5%)

Data as of 07 Jan 2020

Year	Started	Completed
2016/17	77.1%	40.4%
2017/18	73.4%	39.4%
2018/19	83.9%	44.0%

PDR uptake has improved this year, after a drop in starts and completions in 2017/18.

There are some data errors due to the investment needed in SharePoint

PDR update and quality continues to improve however we continue to struggle with completion rates.

3. Talent/Career Development – Training

Training

Staff Development offered a suite of course, modules and programmes for employees at all levels. Within the 'fundamentals' category – skills training for managers and individuals – the programmes were well attended.

At leadership level, the new and innovative Academic Leadership Programme and Management in Bites were popular programmes and received strong positive feedback. These have been reported separately at EO&HR Committee meetings.

Quantitative data on all staff development programmes remains difficult to collate as the implementation of the Learning and Development module in CHIME remains outstanding. This will be addressed in 2019-20 for reporting in early 2021

Compliance Training

Mandatory compliance training remains an important priority for the University and completion rates are now monitored daily and reported regularly to Executive Board and Audit Committee. Our trade unions are supportive of University management in its focus on monitoring and reporting and, if necessary, taking action where individuals remain persistently non-compliant in any area. Completion rates as of January 2020 are presented overleaf.

It would be realistic, with the lag on data reporting, staff turnover and the ongoing need to refresh ad update modules, to have an optimum performance of around 80% for all staff. The University is aiming for 100% in Health and Safety.

Compliance Training Completion

Staff Development › Compliance Reports

University Compliance Training – Summary Report

Home | Download | **Filter by job family**

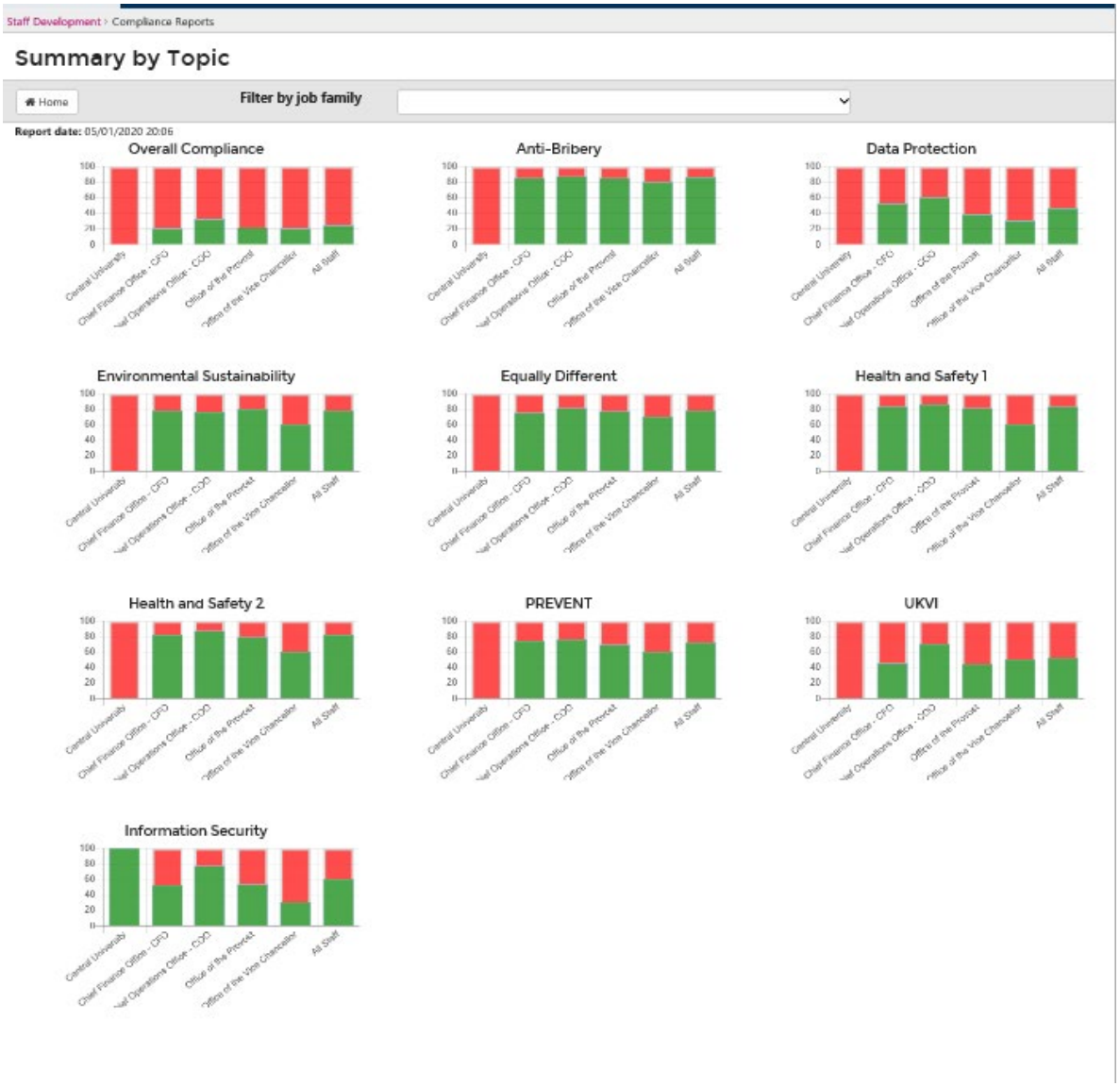
Total Staff	Total Fully Compliant	Percentage Fully Compliant
2140	528	24.67%
		Towards compliance 70.68%

Anti-Bribery	Data Protection	Equality	Health and Safety		Environment	Infomation Security	UKVI	PREVENT
85.79%	46.21%	77.94%	Module 1 82.76%	Module 2 81.64%	78.22%	59.81%	52.01%	71.73%

Report date: 05/01/2020 20:06

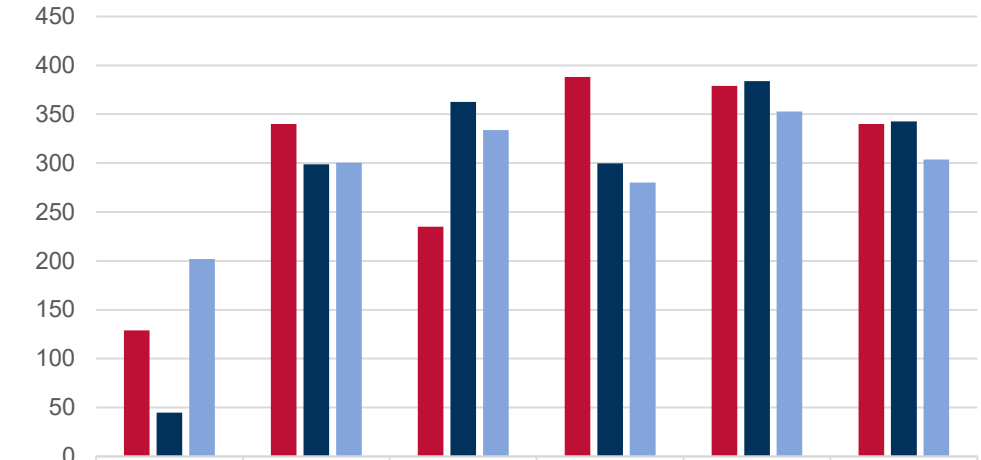
Area	Total staff	Total fully compliant	% Fully complaint	% Towards compliance
Central University	1	0	0.00	11.11
Chief Finance Office - CFO	244	49	20.08	69.72
Chief Operations Office - COO	628	202	32.17	77.90
Office of the Provost	1257	275	21.88	67.43
Office of the Vice Chancellor	10	2	20.00	55.56

Compliance Training Completion by Topic



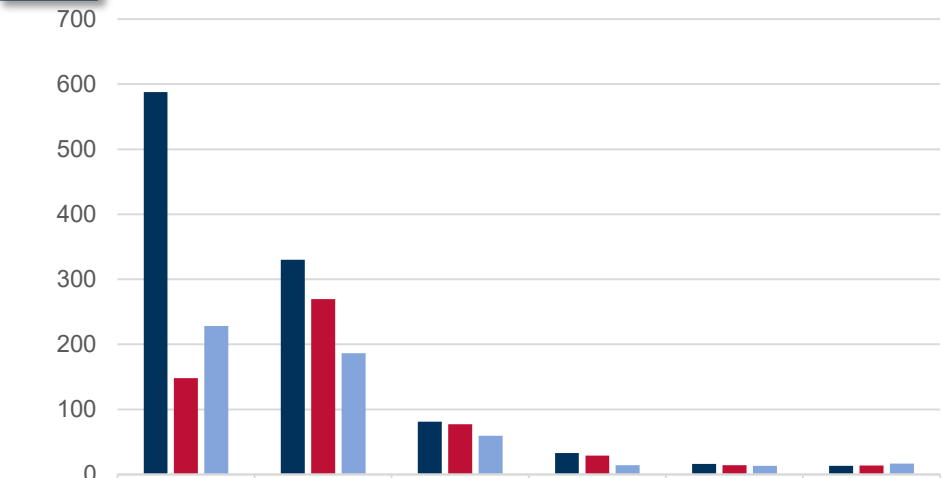
3. Talent/Career Development – Length of Service

3.9 **Length of Service** (permanent only)



	< 1 year	1 - 2 years	3 - 5 years	6 - 10 years	10 - 15 years	15+ years
16/17	129	340	235	388	379	340
17/18	45	299	363	300	384	343
18/19	202	300	334	280	353	304

3.10 **Length of service** (fixed term only)



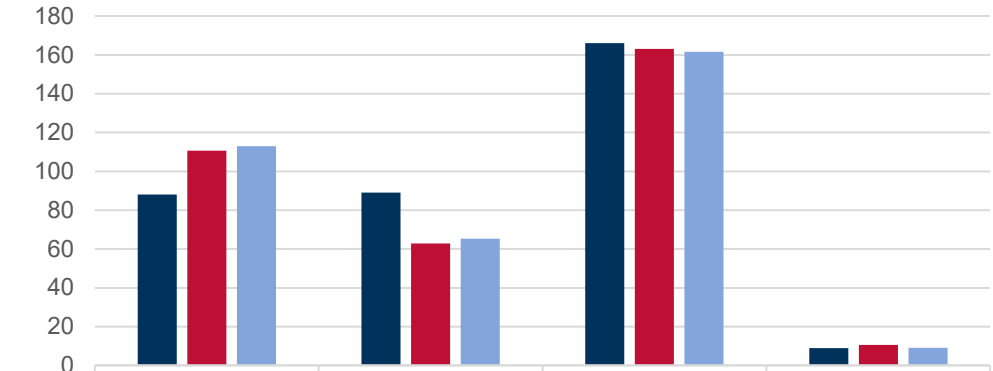
	< 1 year	1 - 2 years	3 - 5 years	6 - 10 years	10 - 15 years	15+ years
16/17	588	330	81	33	16	13
17/18	148	270	77	29	14	14
18/19	228	186	59	14	13	17

Note: Employees on fixed term contracts with more than 10 years of service are those who have taken up flexible retirement or similar contracts after a period of permanent employment. It does not indicate that they have been fixed term for 10+ years.

The length of service in all years is decreasing. How do we continue to offer good career paths to employees at all levels?

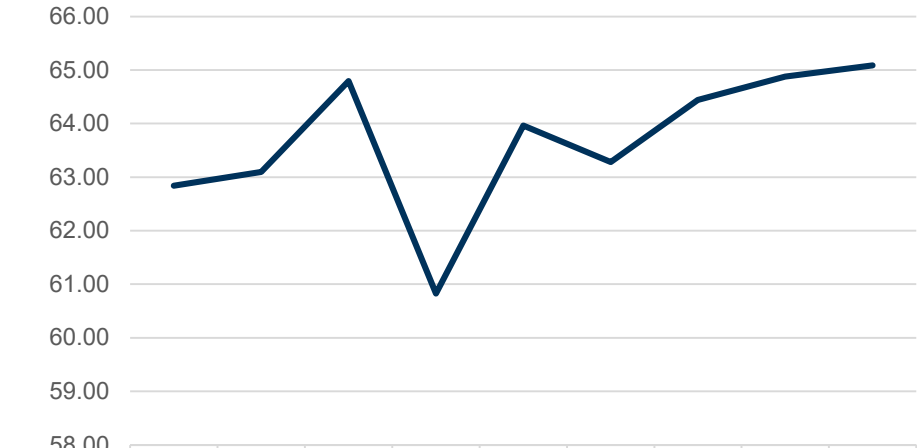
3. Talent / Career Development - Retirement

3.11 Headcount of employees aged 60+ by contract type



	Academic	Hourly Paid/Casual	Professional/Support	Research
16/17	88	89	166	9
17/18	111	63	163	11
18/19	113	65	162	9

3.12 Average age of retirees by year



	09/10	10/11	11/12	12/13	14/15	15/16	16/17	17/18	18/19
Total	62.84	63.10	64.80	60.83	63.97	63.28	64.44	64.88	65.08

As outlined earlier in the report, Brunel has an ageing workforce with more academics choosing to retire later in life.

Note: The dip in 12/13 was caused by changes to the pension legislation since then the age of retirees has returned to previous levels.

3. Talent / Career Development - Commentary

Academic Promotion

Since the last Promotions round in 2018, 87 employees attended an academic promotion workshop in advance of submitting an application. Workshops previously aimed at female academics have now been extended so as to cover all protected groups.

Off the staff who attended the promotions workshops there was a higher overall success rate (62%) compared with those who did not (49%).

Success rates varied across the Colleges, the highest being 64% in CHLS, 57% in CBASS and 42% in CEDPS. 20 women and 27 men were promoted. Women had a higher percentage success rate compared to men (69% compared with 46% for men). There is no obvious difference in overall success rates by ethnicity across the University.

PDR

PDR uptake has improved this year after a drop in completion in 2017/18. However, data on PDR completion is not accurate due to limitations with the SharePoint system. Further investment is needed and will be considered as part of the review of PDR in 2020.

Staff Training

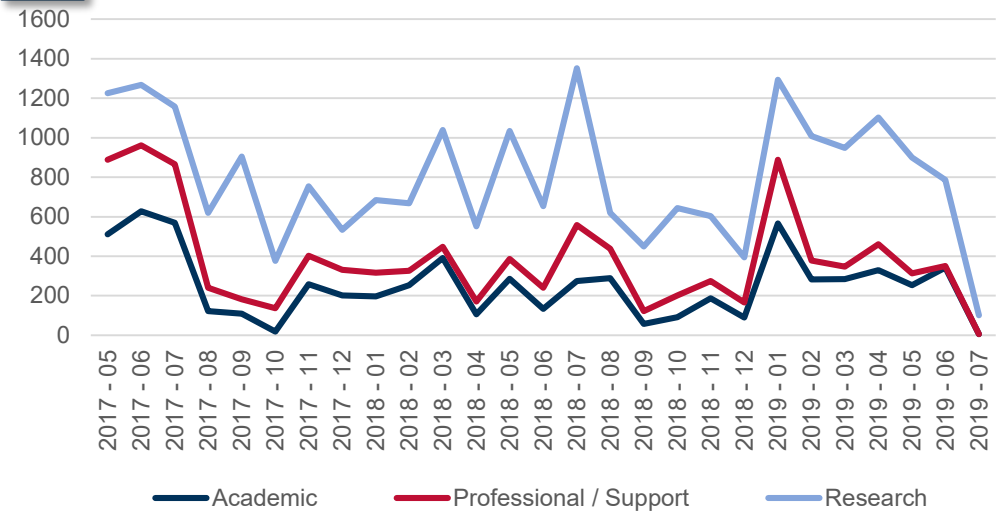
Staff Development offered a suite of course, modules and programmes for employees at all levels. Within the 'fundamentals' category – skills training for managers and individuals – the programmes were well attended. At leadership level, the new and innovative Academic Leadership Programme and Management in Bites were popular programmes and received strong positive feedback. These have been reported separately at EO&HR Committee meetings.

Quantitative data on all staff development programmes remains difficult to collate as the implementation of the Learning and Development module in CHIME remains outstanding. This will be addressed in 2019-20 for reporting in early 2021
Mandatory compliance training remains an important priority for the University and completion rates are now monitored daily and reported regularly to Executive Board and Audit Committee. Our trade unions are supportive of University management in its focus on monitoring and reporting and, if necessary, taking action where individuals remain persistently non-compliant in any area. It would be realistic, with the lag on data reporting, staff turnover and the ongoing need to refresh ad update modules, to have an optimum performance of around 80% for all staff. The University is aiming for 100% in Health and Safety.

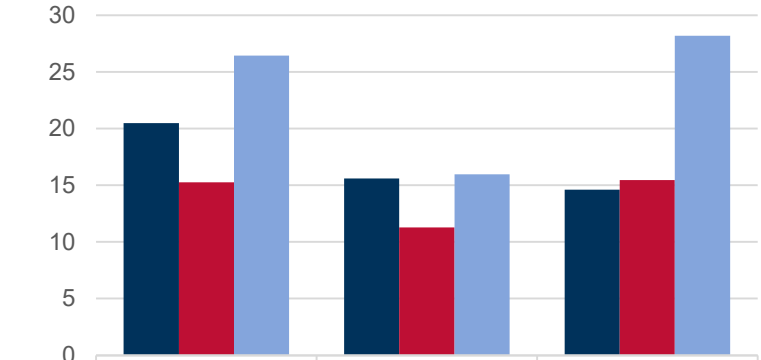
4. Talent Acquisition

4. Talent Acquisition – Recruitment Applicants

4.1 Applicants by month

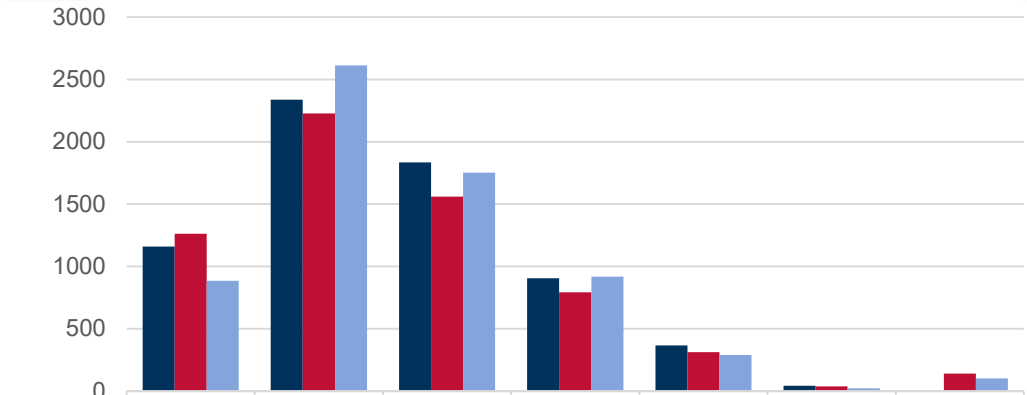


4.2 Average applicants per vacancy



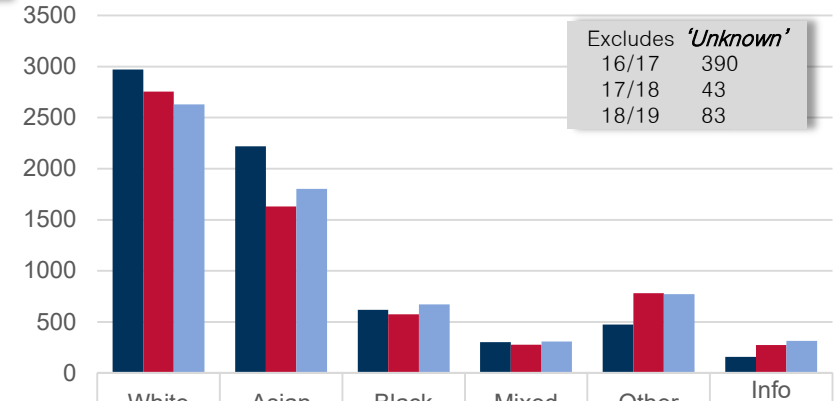
	Academic	Professional / Support	Research
16/17	20	16	15
17/18	15	11	15
18/19	26	16	28

4.3 Applicant age brackets



	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	Unknown
16/17	1160	2339	1835	906	367	43	
17/18	1263	2227	1560	793	313	38	140
18/19	884	2612	1752	919	290	23	102

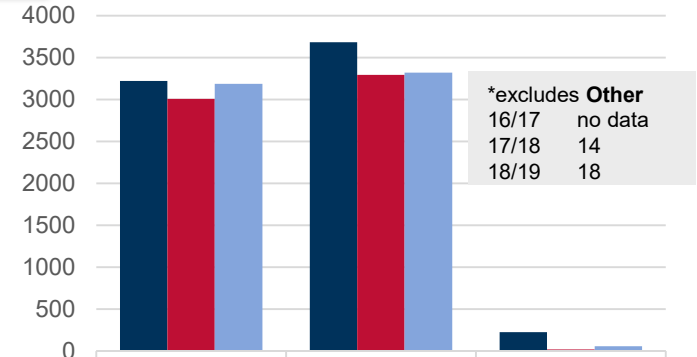
4.4 Applicants by ethnicity



	White	Asian	Black	Mixed	Other	Info Refused
16/17	2972	2218	617	302	473	157
17/18	2755	1631	575	277	781	272
18/19	2629	1804	672	309	772	313

4. Talent Acquisition – Recruitment Applicants

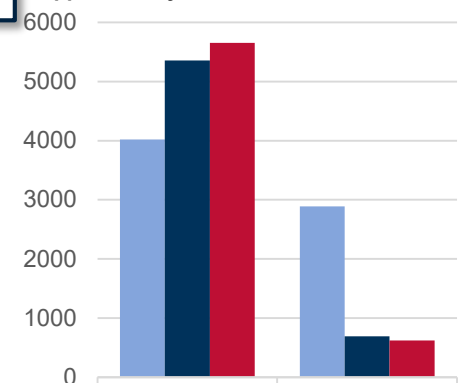
4.5 Applicants by gender



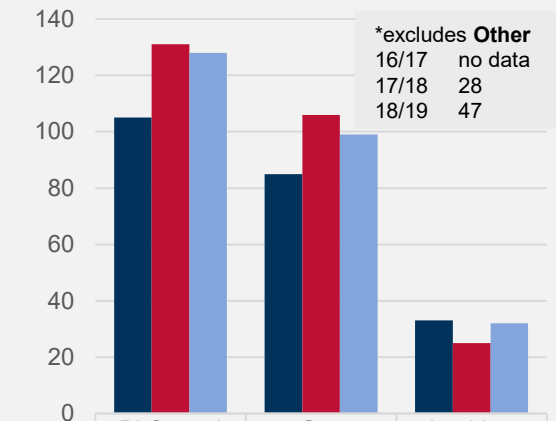
*excludes **Other**
16/17 no data
17/18 14
18/19 18

	Women	Men	Unknown
16/17	3222	3682	225
17/18	3009	3294	17
18/19	3186	3322	55

4.6 Applicants by sexual orientation



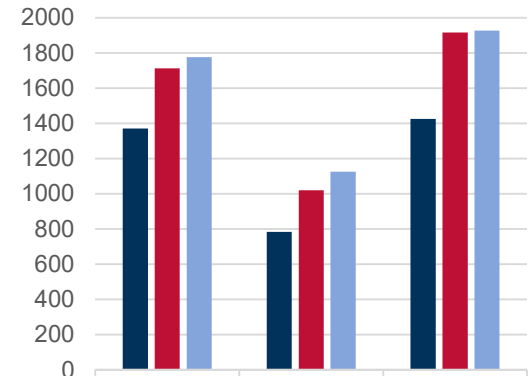
	Hetero-sexual	Unknown
16/17	4017	2889
17/18	5355	689
18/19	5653	623



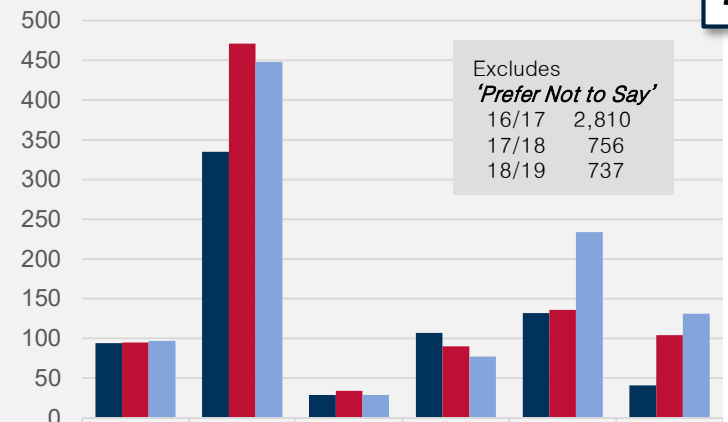
*excludes **Other**
16/17 no data
17/18 28
18/19 47

	Bi-Sexual	Gay	Lesbian
16/17	105	85	33
17/18	131	106	25
18/19	128	99	32

4.7 Applicants by Religion / Belief



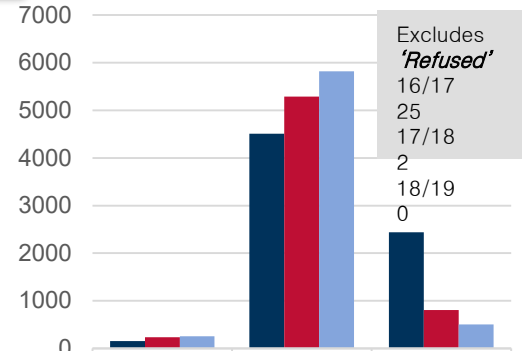
	Christian	Muslim	None
16/17	1371	784	1426
17/18	1712	1020	1916
18/19	1776	1126	1927



Excludes
'Prefer Not to Say'
16/17 2,810
17/18 756
18/19 737

	Buddhist	Hindu	Jewish	Other	Sikh	Spiritual
16/17	94	335	29	107	132	41
17/18	95	471	34	90	136	104
18/19	97	448	29	77	234	131

4.8 Applicants by disability

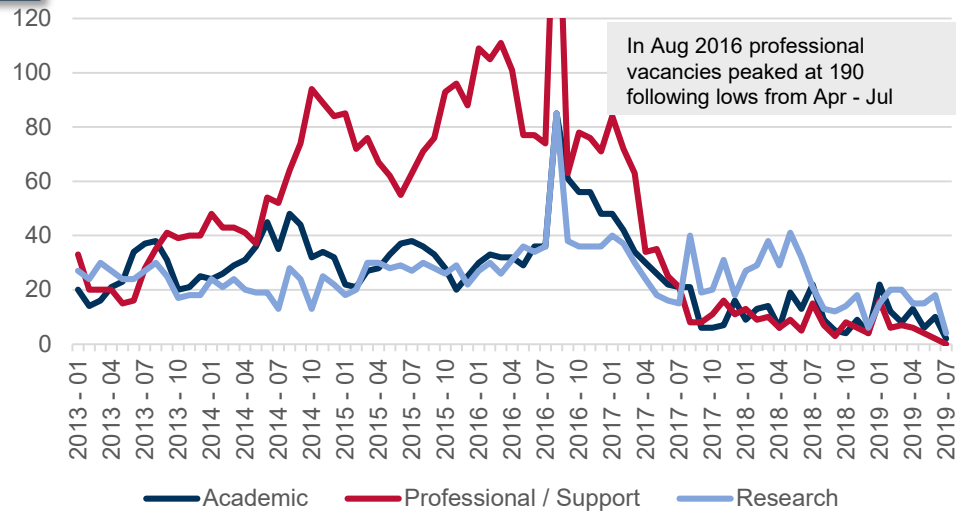


Excludes
'Refused'
16/17
25
17/18
2
18/19
0

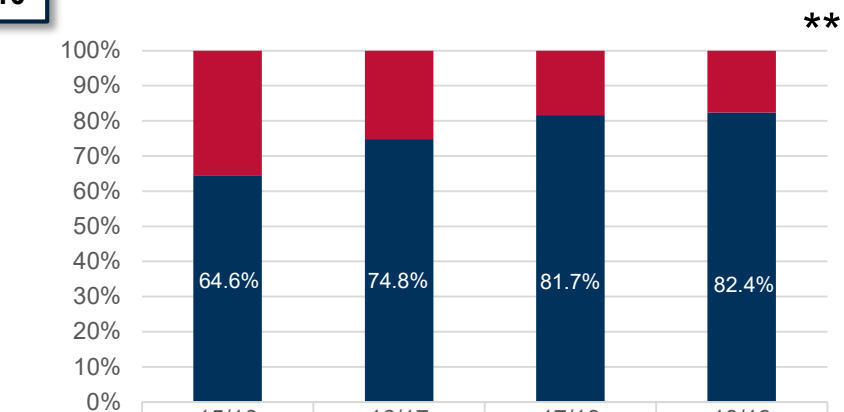
	Disabled	Not Disabled	Unknown
16/17	155	4512	2437
17/18	238	5288	806
18/19	257	5821	504

4. Talent Acquisition – Vacancies

4.9 Vacancies by month

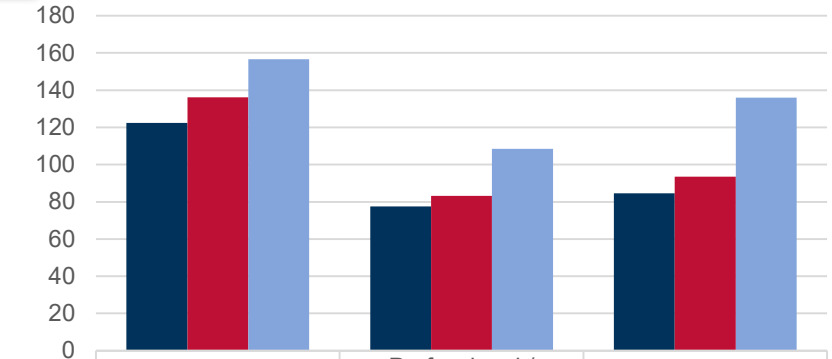


4.10 % of vacancies filled



	15/16	16/17	17/18	18/19
Not Filled	124	105	115	62
Filled	226	313	513	290

4.11 Average days taken to recruit



	Academic	Professional / Support	Research
15/16	122	78	85
17/18	136	83	94
18/19	157	108	136

***** For 17/18 and 18/19 jobs identified as 'filled' were those having candidate applications with any of the following as their most recent track type on e-Recruiter***

Verbal Offer Accepted □ Offer (formal) □ Reference Request (sent or received) □ Personal details request (sent or received) □ Employment fitness questionnaire request (sent or received) □ Equal Opportunities Questionnaire request (sent or received) □ Draft Contract □ Contract □ Contract Decision Made □ Hire □ Move to employee □ Transfer to CHIME Applicant.

4. Talent Acquisition - Commentary

- Since implementation of the new recruitment systems (part of CHIME), data and insight are improving, as more categories of employees are invited to provide complete inclusivity data.
- Fewer young people (16-24) applied to work for Brunel in 2018/19, with higher numbers in bands 25-34, 35-44 and 45-54.
- Further work is being undertaken to improve recruitment branding, the candidate experience and widening the applicant pools for under-represented groups.
- We have had an increase in the number of people applying for all types of jobs – could this indicate a buoyant job market?
- There has been a decrease in very young people (16-24) applying to us but an increase in applications from those aged 25-54.
- We have had an increase in BME staff applying for jobs as well as a slight increase in disabled applicants.
- We have been able to fill more vacancies year on year, however it has taken longer to recruit staff in all categories. This may highlight a skills shortage within the applicants applying.
- We have conducted analysis of jobs that had a high disproportion of one gender apply than the other and looked at the language used in those adverts to see if it was using phrases that would be more appealing to one gender than another. We found that the wording in our adverts was gender neutral.
- Equality in recruitment is a key part of addressing our Athena SWAN, gender/BME pay gaps and Stonewall action plans and we are continually working to ensure that our recruitment processes remain fair and equal to all.

5. Employee Relations and Engagement

5. Employee Relations and Engagement – Brunel Voice

The University's employee engagement survey, Brunel Voice, runs every two years. Brunel Voice 2019 was launched in March 2019.

Response Rates

Area	Response Rate 2019	Response Rate 2017
University Wide	66%	61%
CBASS	57%	46%
CEDPS	62%	51%
CHLS	64%	58%
Professional Services	74%	75%

Engagement Benchmarking

Employer of choice scores are based on responses to the statement that the organisation is a good place to work.

Year	Brunel	HEI	Local Authority	NHS	Private	Public	All Capita Clients
2017	78%	87%	53%	80%	76%	82%	81%
2019	83%	89%	53%	80%	77%	84%	81%

Notable Changes

When considering changes between the 2019 and 2017 survey results for the whole University, there were 66 statistically significant improvements and four deteriorations. 13 questions showed no change or change not considered to be statistically significant.

Most Improved Areas

Question	% Change	Score
I feel my job security at the University is good	+ 16%	75%
I feel part of the University	+ 15%	82%
Senior management lead the University well	+ 15%	58%
I know how to report accidents and incidents	+ 14%	88%
Senior management focus on meeting the needs of students/service users	+ 13%	70%
I am confident I will get feedback on my ideas of suggestions	+ 13%	76%
I am encouraged to look for ways to improve the way we do things	+ 13%	84%
Generally change within the University is managed well	+ 13%	51%
Senior management sets out a clear vision	+ 12%	65%
I feel valued by the University	+ 12%	64%
The University is interested in my wellbeing	+10%	74%

Deteriorated Areas

Question	% Change	Score
I do not feel too many approvals are needed for routine decisions	- 12%	23%
I take part in activities on campus that are not related to my job (e.g. sports, social events)	- 5%	36%
I am interested in the University, to me it’s not just a job	- 4%	85%
I have had a probation, PDR or job chat in the last 12 months	- 3%	83%

Most Positive Employee Perceptions

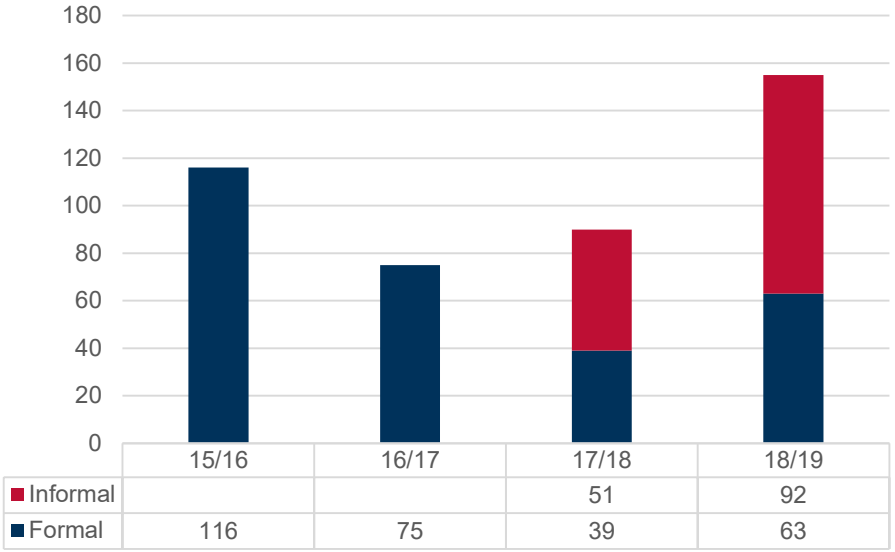
Question	Score
I act on feedback from students/service users/customers	98%
I am aware of the University's Equality and Diversity Policies	97%
I have a clear understanding about expected standards of behaviour	97%
I am not being harassed or bullied at work	95%
I feel physically safe in my working environment	94%
I have a clear understanding about my role within the University	93%
I am trusted to do my job	92%
My manager would be supportive in a personal crisis	92%
I am satisfied that my safety is treated seriously at work	92%
I have a clear understanding about what I am expected to achieve and expected standards of performance	91%

Least Positive Employee Perceptions

Question	Score
Recent changes have been well explained	50%
Changes made since the last survey have been well planned	49%
Senior management list to and respond to the views of staff	48%
Different parts of the University communicate effectively with each other	42%
I take part in activities on campus not related to my job (e.g. sports, social events)	36%
I haven't had to put in a lot of extra time to meet the demands of my job	32%

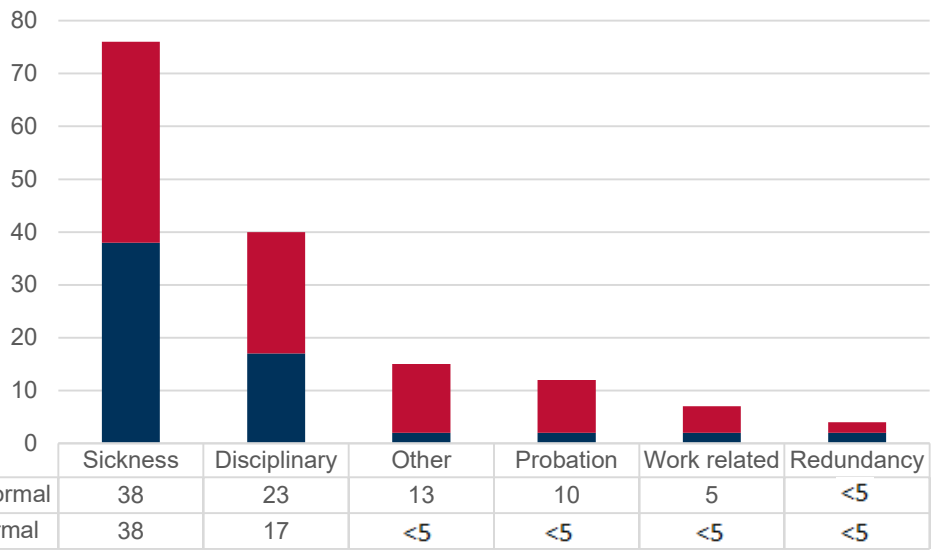
5. Employee Relations and Engagement - Casework

5.3 Number of cases being managed by year



	15/16	16/17	17/18	18/19
Informal			51	92
Formal	116	75	39	63

5.4 Number of Cases by type (Formal and informal)



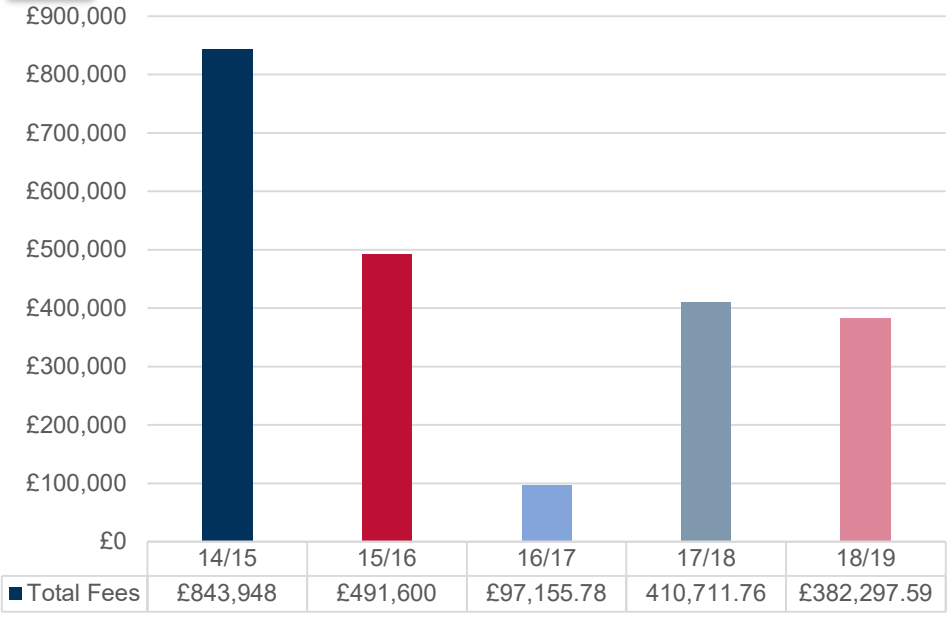
	Sickness	Disciplinary	Other	Probation	Work related	Redundancy
Informal	38	23	13	10	5	<5
Formal	38	17	<5	<5	<5	<5

Note: Informal casework has only started to be recorded separately from 2017

- The expansion of the HR Business Partner team has facilitated improved advisory, monitoring and management of employee casework
- The increase in sickness absence cases stems from better monitoring
- There has been an increase in cases and concerns being raised and dealt with at an informal level. Where possible employees and line managers are encouraged to raise issues informally to seek resolution as quickly and amicably as possible.

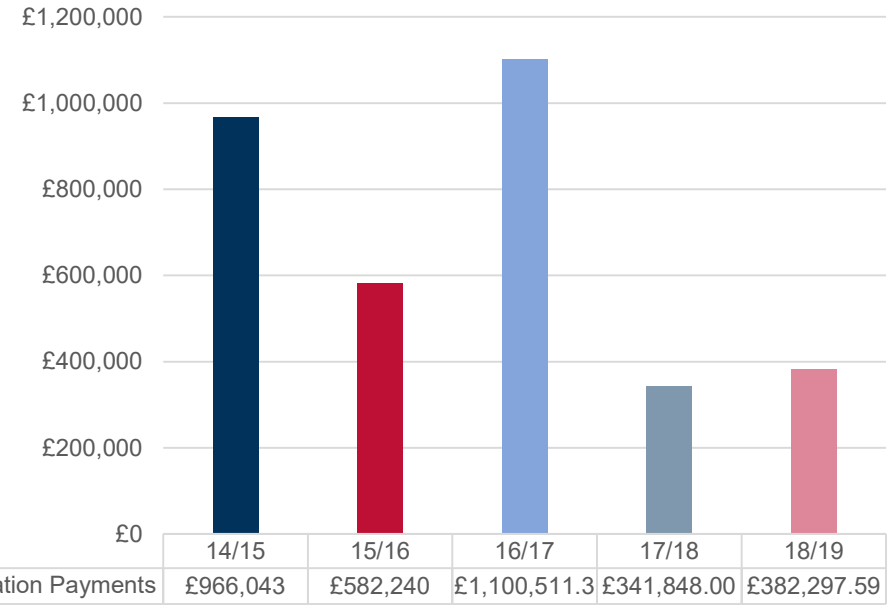
5. Employee Relations and Engagement – Legal Fees and Other Costs

5.5 Legal fees & Tribunal costs



	14/15	15/16	16/17	17/18	18/19
Total Fees	£843,948	£491,600	£97,155.78	410,711.76	£382,297.59

5.6 Settlement Agreements and Redundancy Payments



	14/15	15/16	16/17	17/18	18/19
Termination Payments	£966,043	£582,240	£1,100,511.3	£341,848.00	£382,297.59

There has been a small decrease in our legal and tribunal costs spend but a small increase in our settlement and redundancy payments.

FOI Requests

FoI requests completed: HR related – 53, Total - 266

5. Employee Relations and Engagement – Trade Union Facility Time

5.7 **Trade Union Facility Time 01/04/2018 – 31/03/2019**

Number of employees who were relevant union officials during the relevant period	Full-Time equivalent employee number
23	21.5

Percentage of time	Number of employees
0%	8
1-50%	15
51-99%	0
100%	0

Cost of facility Time	Costs
Provide the total cost of facility time	£58,949.00
Provide the total pay bill	£113.4m
Provide the percentage of the total pay bill spent on facility time	0.052%

Time spent on paid trade union activities as a percentage of total paid facility time hours	**10%**

It is a statutory requirement to publish the time spent by trade union officials on union duties or ‘facility time’.

5. Employee Relations and Engagement - Commentary

Brunel Voice

Brunel Voice 2019 was launched in March 2019 and closed in May 2019. The employee engagement survey was designed by Brunel in conjunction with Capita Surveys and Research. Participation rates continue to increase with 66% of employees invited to complete the survey did so compared with 61% in 2017 and 59% in 2015.

The University's employer of choice engagement score is also increased with a score of 83% in 2019 compared with 78% in 2018. Whilst the increase is very encouraging, the University is still relatively low in a high ranking sector; the HE sector average score is 89%

When considering changes between 2019 and 2017, 66 areas improved with just 4 questions deteriorating. The key areas for attention for the University relate to managing stress levels, change management, workload and bureaucracy.

Casework

The expansion of the HR Business Partner team and the introduction of a new case work reporting system in CHIME has facilitated improved advisory, monitoring and management of employee casework. There has been an increase in the number of cases being raised and resolved at an informal level and this has included using external mediators for some cases.

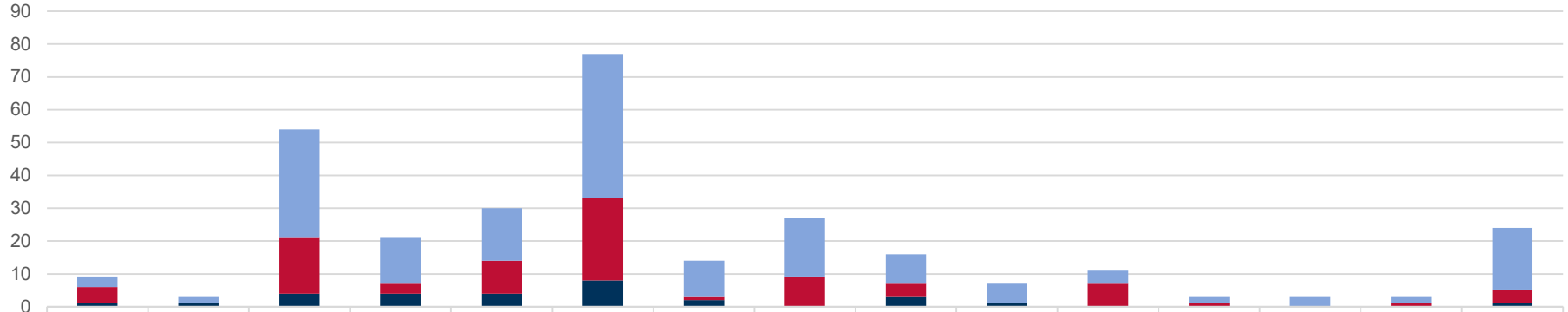
Settlement Agreements

There has been a small increase in the number of settlement agreements since 2017/18, which is associated with restructuring and voluntary severance applications within some Professional Services Directorates.

6. Employee Wellbeing

6. Employee Wellbeing – Occupational Health & Counselling

6.1 **Occupational Health referrals and reviews by directorate (Aug 2017 to July 2018)**

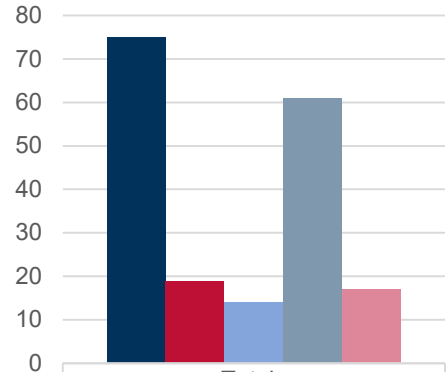


	BEEC	Grad School	CBASS	CEDPS	CHLS	Comm Services	CMSR	Comp Center & Library	Estates	Finance	HR	Office of the VC	Planning	Research	Stu Serv
Completed Referrals	<5	<5	33	14	16	44	11	18	9	6	<5	<5	<5	<5	19
Didn't Complete	5	0	17	<5	10	25	<5	9	<5	0	7	<5	<5	<5	<5
Non Attendance	<5	<5	<5	<5	<5	8	<5	0	<5	<5	0	0	<5	0	<5

Top 5 reasons for referral

Reason for referral	Number of referrals
Stress, depression, mental health and Anxiety	49 (26.3%)
Other musculoskeletal	37 (19.9%)
Other	35 (18.8%)
Back or neck	17 (9.1%)
Stomach/liver/kidney/digestion	10 (5.4%)

6.2



	Totals
Currently at work	75
Fit to return	19
Fit with phased return	14
Fit with reasonable adjustments	61
Temporarily unfit	17

6. Employee Wellbeing – Occupational Health & Counselling

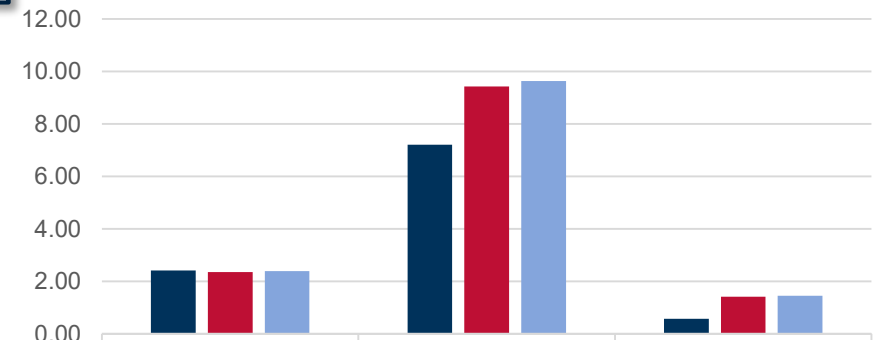
Counselling usage by employees (Care First)

Counselling / EAP usage	16/17	17/18	18/19
Total contacts	174	57	45
% Men	32	23	29
% Women	68	77	62
Unknown			9

Reasons	17/18	18/19
Home		
Bereavement	5.26%	
Family	10.53%	19%
Health - Emotional	31.58%	47%
Relationship	26.32%	14%
Work		
Changes at work	5.26%	11%
Health - Emotional	10.53%	26%
Performance - General	5.26%	
Work Control	5.26%	11%

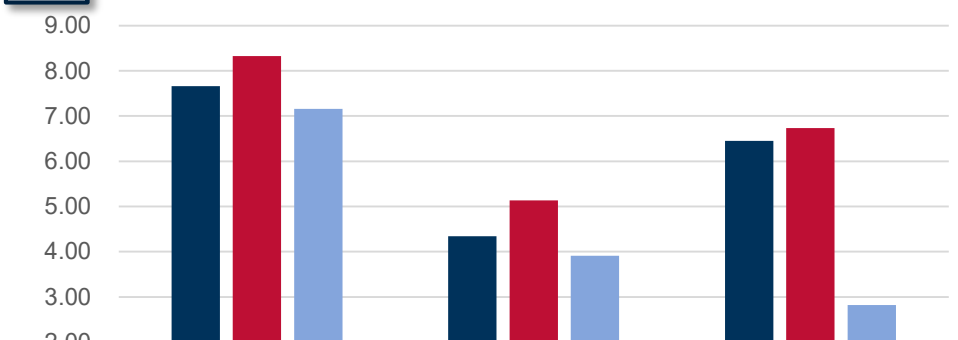
6. Employee Wellbeing – Sickness Absence

6.3 Average working days lost per employee



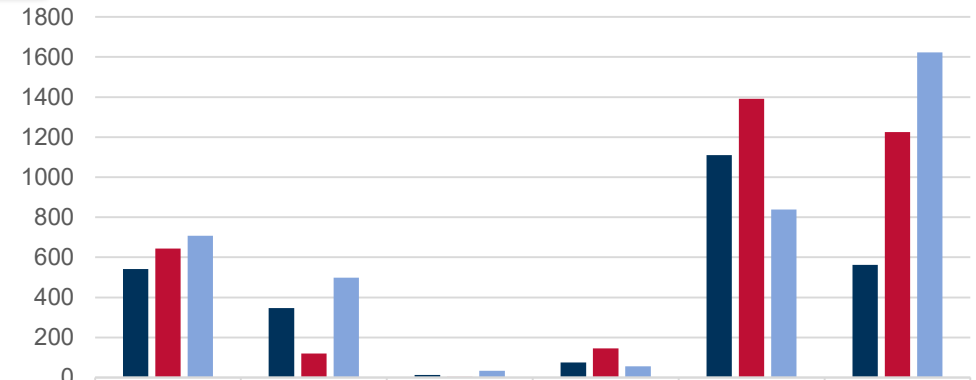
	Academic	Professional / Support	Research
16/17	2.42	7.21	0.57
17/18	2.36	9.43	1.42
18/19	2.40	9.64	1.46

6.4 Average Working days per Absence



	Academic	Professional / Support	Research
16/17	7.66	4.34	6.45
17/18	8.33	5.13	6.74
18/19	7.16	3.91	2.82

6.5 Working days lost by reason



	Back problems	Cancer	Industrial Accident	Pregnancy related	Stress	Undisclosed
15/16	542	347	12	75	1111	562
16/17	644	119	3	145	1392	1225
17/18	707	498	33	56	838	1623

The average working days lost has stayed fairly stable and as expected more professional service staff report their sickness on CHIME.

There is a renewed focus on absence management in academic areas.

6. Employee Wellbeing – Commentary

- By comparison with the latest annual sickness report provided by UCEA, Brunel had marginally higher rates of sickness days lost. Reasons for absence are still underreported.
- The academic areas continue to be under-reported CHIME will help with reporting and monitoring of sickness absence.
- There needs to be better follow up and linkage with OH referrals.
- Development of the Well@Brunel initiative for employees, which incorporates raising awareness on wellbeing, demonstrating this as an area of focus – in particular in respect of Emotional/Mental Wellbeing as well as physical health.
- Stress, depression, mental health and anxiety are the top reasons for occupational health referrals. The new mental health and well-being strategy for staff has a roadmap for our support in this area including our independent employee advice line. We will work with the disabled staff network in the coming year to develop our support further.

7. Equality, Diversity and Inclusivity – Staff Networks

7. Equality, Diversity and Inclusivity - Staff Network Groups

The LGBT staff network group was re-launched with a new chair at the beginning of 2019 and are now called LGBT+. They have been very active in giving their feedback on various HR policies, highlighting the issues of the former Halsbury building and working with the EDI team on the Stonewall submission. They also represented the University at the Stonewall Pride march for the first time in July. We are working with the network to develop a new LGBT training programme for 2020.

The Women's staff network group have been active and have given the HR team some useful feedback on the development of our family friendly policies and feedback on suggested actions to close the gender pay gap. They have also helped the EDI team to promote the Aurora and Springboard development programmes for women.

The BME staff network have been active and have given the HR team some useful feedback on the development of our policies and feedback on suggested actions to close the BME pay gap. They have also helped the EDI team to promote the diversifying leadership development programmes for BME staff.

The disability staff network have given the EDI team some useful feedback on the development of our reasonable adjustment policy and draft submission to become a disability confident leader with the Department for Work and Pensions. We will work with the network on how we interpret the new disability pay gap figures that we will produce for 2020.

The carer's network have been active and have given the HR team some useful feedback on the development of our family friendly policies.

8. Definitions and Background Information

Benchmark Categories:

Headcount: *number of employees*
Fulltime hours: *35 hours at BUL*
FTE: *For an individual it is the hours they are contracted to work, expressed as proportion of full-time hours. For an organisation it is the sum of these individual FTEs for all its employees. FTE is a measure of the total workload, expressed as a headcount.*
FPE: *For an individual it is the time they are contracted to work on distinct activities, expressed as a proportion of the total time they are contracted to work. Individuals contracted to work on different activities are therefore expressed as multiple fractional FPE figures that add up to one. For an organisation, FPE is the sum of these of FPE figures for all its employees. This provides a headcount figure that avoids double counting in HEIs where staff are be shared across the HEI. (e.g., a person who is 50% research assistant and 50% administrator is counted as two halves , half research, half support).*

Academic: All lecturers, Senior Lecturers, Professors & Readers

Professional / Support: Professionals (All Non academic employees on H grades or spot salaries), Ancillary, Clerical & related administrative, maintenance, Miscellaneous, Technical and Miscellaneous

Research: All Research employees (inc. research assistants/fellows)

Support Staff' referred to in Fig 1.4b are defined as employees on non-academic contracts who fall within major groups 1-4 of the ONS Standard Occupational Classification (SOC). It therefore includes any employees on non-academic contracts who fall within Major groups 1-4

- Major Group 1: Managers, directors and senior officials
- Major Group 2: Professional occupations
- Major Group 3: Associate professional and technical occupations
- Major Group 4: Administrative and secretarial occupations
- Major Group 5: Skilled trades occupations
- Major Group 6: Caring, leisure and other service occupations
- Major Group 7: Sales and customer service occupations
- Major Group 8: Process, plant and machine operatives
- Major Group 9: Elementary occupations

BUL Comparator Group: City, University of London, Loughborough University, Queen Mary University of London, Royal Holloway and Bedford New College, The University of Bath, The University of Kent, The University of Reading, The University of Southampton, The University of Surrey, The University of Sussex, The University of York.

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

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

Definitions

Leavers:

Voluntary Leavers categorised as:
Better Career Prospects, Changed Career Path, Death, Ill Health, Voluntary Resignation , Resignation due to Maternity reasons, Offered Better Remuneration elsewhere, By Mutual Agreement, Relocation, Study Leave, Better Training & Development Opportunities and Voluntary Severance

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

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*

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*

Typical Grades – WP (Work placements), **S1** (domestic assistants), **S2** (supervisors, team leaders), **S3** (junior technicians, junior clerical employees), **S4** (Technical clerical positions), **S5** (administrators and senior technicians), **S6** (senior administrators), **R1** (research assistants and fellows) **H2** (professional employees and associate lecturers) **H3** (lecturers and professional employees) **H4** (senior professional employees), **H5** (Senior Lecturers and senior professional employees) **H6** (Senior managers) **ACRE** (Academic readers) **ACP** (Academic Professors) **EMP** (Emeritus Professors) **HPD** (hourly paid demonstrators) **HPGTA** (hourly paid graduate teaching assistants) **HPLEC** (Hourly paid lecturers (both UG and PG)) **HPNS** (Hourly Paid non-spinal – other hourly paid employees not using the published rates) **FSNA** (Fixed sum non-academic – professional employees on protected salaries or off scale spot salaries)