



Human Resources and Equality & Diversity

Annual Report

August 2017 – July 2018

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The Context – Setting the Scene

August 2017 – July 2018

(Extracted from HR Directorate Rolling 3 Year Plan)

Executive Summary and Actions

[This section to be completed by the Director of HR post the EO&HR meeting and following discussion and to be submitted to Council]

Looking Back – setting the scene

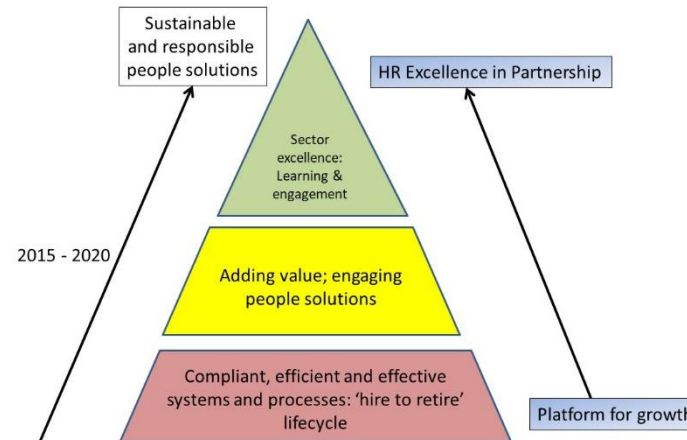
In late 2014 when the new HR Directorate was formed post TxP, an ambitious 3 year strategic plan was outlined. The following image illustrates the vision for HR, which is:

.....to be a professional, consultative and proactive specialist function that optimises the working environment and working practices for an engaged and high performing, inclusive and diverse workforce. Within a modern and adaptable HR framework, leaders, individuals and teams will be supported to perform safely, effectively and collaboratively, to deliver great education for our students and high quality research.¹

Much of the work of the directorate has been focused on building the platform for growth. This has, in the main, been successful, although it will only be through the full implementation of the new Enterprise Resource Planning (ERP) software and supporting processes – CHIME (Central Hub for Management Information) – that there will be a full return on the investment in this area.

¹This is under review and will be simplified and more customer focused.

Looking Back – setting the scene



During the period since 2014 to date, a number of factors has influenced the Directorate's direction of travel, strategic goals and deliverables and at the end of the 2018 academic year, a new structure was put in place. The HR Directorate has grown in scope and size since 2014 and now encompasses:

- **Staff Development:** design and delivery of in house and sourced programmes in personal, managerial, team and leadership talent and capability development and the 'coordinator / owner' of 15 programmes of mandatory and compliance training, for example UKVI, Prevent, Health & Safety etc.
- **Equality, Diversity and Inclusivity:** an advisory and delivery team for all aspects of inclusivity for employees, including policy development and special interest network groups focusing on protected characteristics
- **Reward, Recognition and Payroll:** a new team created in August 2018 – a move of this function from Finance to HR - to deliver all payroll and payroll related activities (e.g. pensions) and bring focus and depth to total reward, recognition, wellbeing and engagement
- **HR Services and Business Improvement:** the operations team that administers all aspects of the employee lifecycle, from hire to retire, for all employees including students recruited through the Job Shop. This team includes business improvement and talent acquisition and the systems and management information team that works with all HR related systems and processes, including CHIME, Talentbank, SharePoint for PDR and REAP, e-recruiter
- **HR Business Partnering:** mapping onto and embedded in the university colleges, departments, professional services directorates, the BP team plays a coaching, advisory and organisational development role, supported by the specialist areas above

Where are we now?

2017-2018 was a challenging year for the HR Directorate, principally due to the implementation of CHIME for HR, Payroll and Expenses in April, a new Enterprise Resource Planner (ERP) for Brunel. Much more than a series of IT systems solutions, CHIME, at full capacity, will provide holistic business information management and requires a whole different way of working which is proving to be challenging. With great potential, the system has been implemented to a basic level of functionality and requires significant data cleansing and continuous improvement in order to develop it to its full potential.

In line with the 3 year HR rolling plan, in 2017-2018 the delivery highlights for the Directorate included:

- **HR Policy Framework:** new policies for Flexible Working, Shared Parental Leave, Equality, Diversity and Inclusivity, Sabbatical and Study Leave, Relocation, HERA Re-Grading and Management Guidelines for Industrial Action.
- **HR Systems and Management Information:** implementation of e-recruiter and CHIME and ongoing programme of continuous improvement
- **Organisational Infrastructure:** organisational change in a number of areas of the University including the finalisation of the CEDPS restructure, Information Services, Registry (now Governance, Legal and Student Services), the senior leadership team and the HR Directorate itself
- **Training and Development:** focus on mandatory compliance training for [15] modules ; launch of new 'Management Bites' modular self development programme; executive coaching for [6] senior leaders and within Business School; development of leadership competency framework
- **Staff Development:** ASPIRE programme (20 delegates) and Academic Leadership programme (45 delegates with c 40% attendance)
- **Performance Reviews and PDR:** ongoing focus on performance management, development planning and PDR
- **Employee and Trade Union Engagement:** a new recognition and partnership agreement with all Brunel employee unions, new trade union facility time reporting arrangements in place and agreements for the deduction of contributions at source (DOCAS) in place for when legislation comes in later in 2019;
- **Equality, Diversity and Inclusion:** publication of the University's first gender pay gap report.
- **Reward and Recognition:** cessation of the Research Incentive Scheme, foundation work for the new Recognition Portal and Awards for Excellence and adaptation of Remuneration Committee policies and processes in line with the new CUC and OfS guidance
- **HR Directorate Capability and Development:** a team restructure leading to new appointments and promotions. The consolidation of Job Shop (student workers) and payroll into HR.

Looking forward

The HR Directorate restructure took effect from 1 August 2018. 2018-2019 will be a significant year for capability and career development in HR with a critical need to embed the new posts. 6 employees have embarked on HR apprenticeships.

Critical areas of focus include:

- CHIME development and continuous improvement: implementation of the Learning and Development CHIME module and a Case Work module to track and monitor employee relations cases
- GDPR compliance
- Mandatory compliance training in 15 modules;
- The reward and recognition agenda: introduction of Awards for Excellence and a new Recognition and Appreciation Scheme; a review of HERA job evaluation, improved benchmarking and a focus on total reward
- Athena SWAN awards and renewals
- Stonewall accreditation
- The new Concordat for HR excellence in research
- Employee Engagement Survey 'Brunel Voice' 2019
- Further employment policy development including all family leave policies
- A total review and improvement of the talent acquisition (recruitment and on-boarding) process; development of an employer value proposition
- A review of organisational capability and staff development delivery model
- A new approach to academic leadership development
- Roll out of the competency framework – leadership and core
- Customer service improvement and support by HR to the University



The Data

August 2017 – July 2018

Background

This report provides a statistical overview of Brunel's performance from a Human Resources and Equality and Diversity perspective, with particular reference to the 2017/18 Academic Year.

Data used in this report were sourced from Brunel's HR systems: Northgate ResourceLink and CHIME (Unit4 Business World).

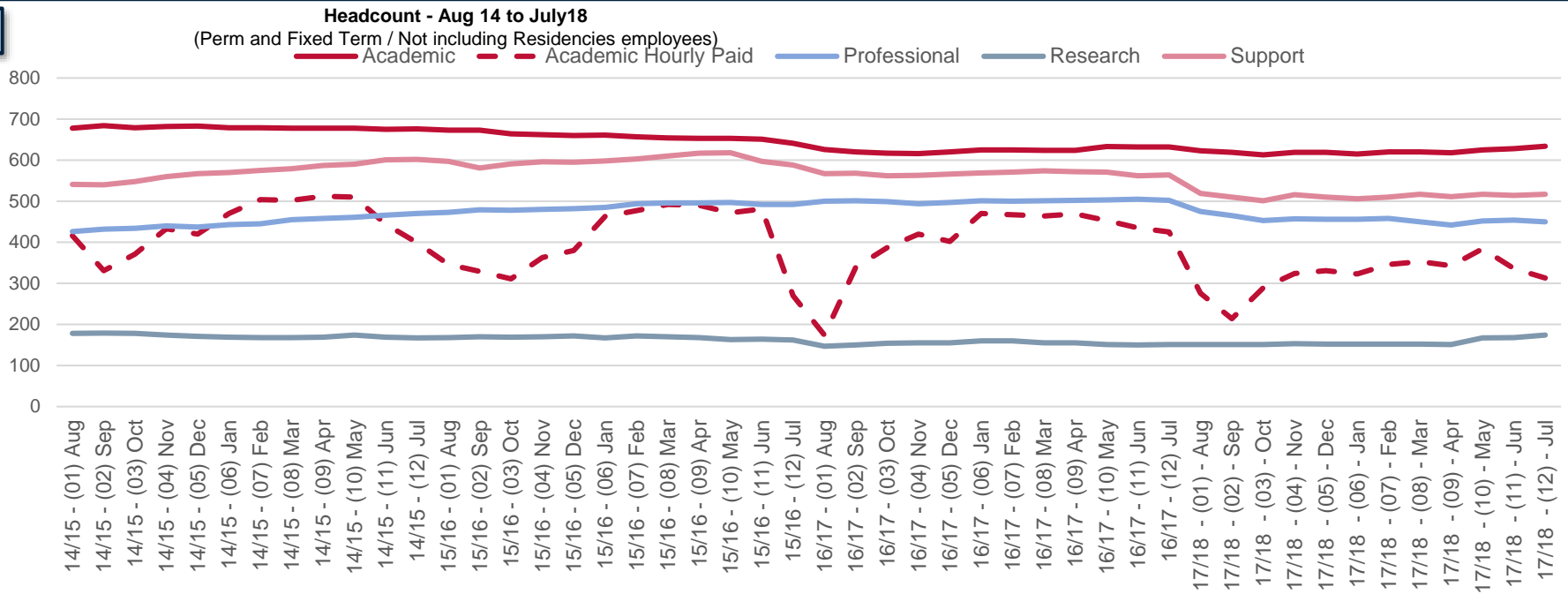
Where possible, Brunel's performance has been benchmarked against comparable Higher Education Institutions using the following sources:

- > **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 Survey 2018
Sickness Absence in HE survey 2017/18

1. Employee Composition

1 Employee Composition

1.1



Our figures show mostly decreases in average headcount over the course of the year: Academic (-0.6%), Academic Hourly Paid (-21.9%), Professional (-9.0%), Research (+1.7%), Support (-9.7%)

UCEA latest figures for HR workforce: Annual growth of 11% overall in 2016-17, academic (+14.1%) professional services (+8.1%), full-time (+17.4%) part-time (+7.8%)

Student numbers in the same period:

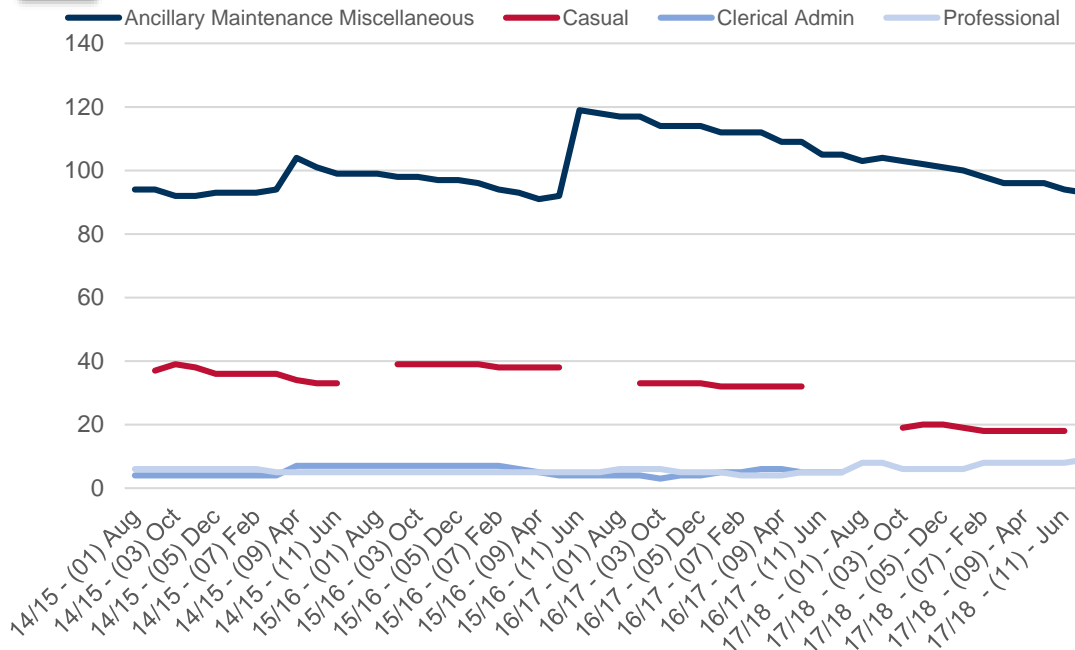
All at University level	13/14	14/15	15/16	16/17	17/18
Students inc. PGRs	13,661	13,096	12,949	12,842	13,513

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

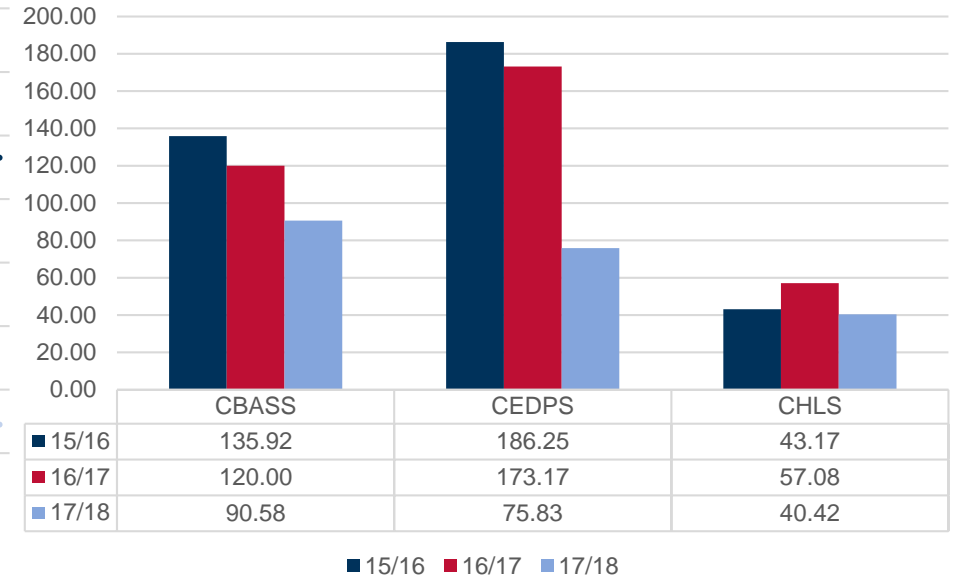
1.2

Headcount - Aug 15 to July 18
(Residencies employees)



1.3

Headcount Hourly Paid Academic usage by College
Aug 15 to July 18



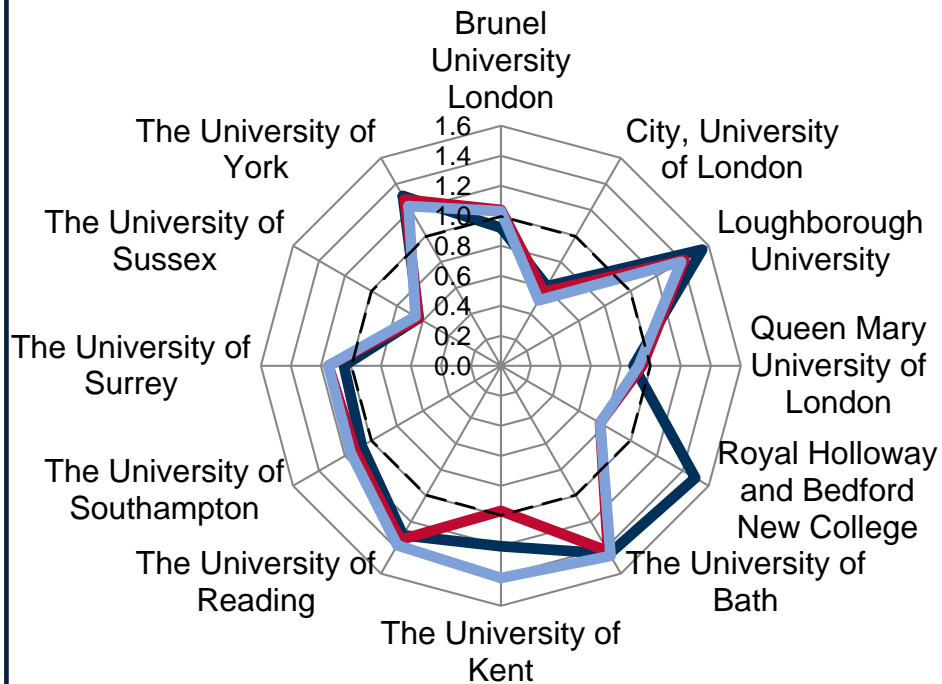
- The number of casual workers have halved since 2015/16. The University is committed to the responsible use of casual contracts and where work demands/duration are clear consider fractional, fixed term and open-ended contracts as appropriate.
- Hourly Paid Lecturers have also reduced due to efforts to reduce reliance on sessional staff following the restructuring in both CEDPS and CBASS

Question: What is the ideal ratio of permanent to hourly paid academic employees?

1 Employee Composition – BUL Comparator Group

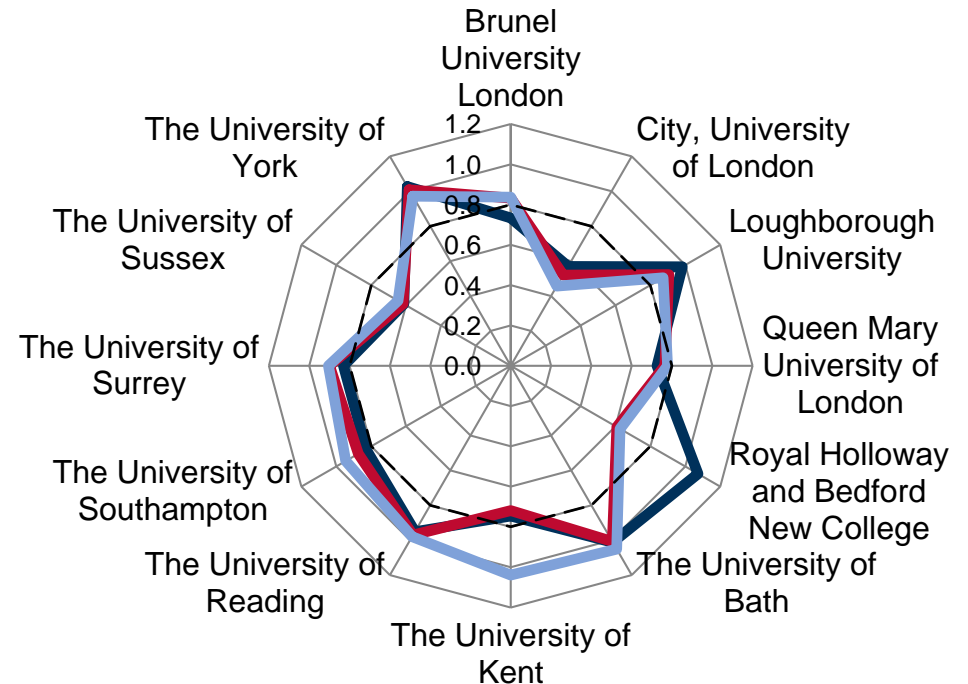
1.4a

Ratio of Academic : Non Academic



1.4b

Ratio of Academic : Support Staff



Data Source: HESA

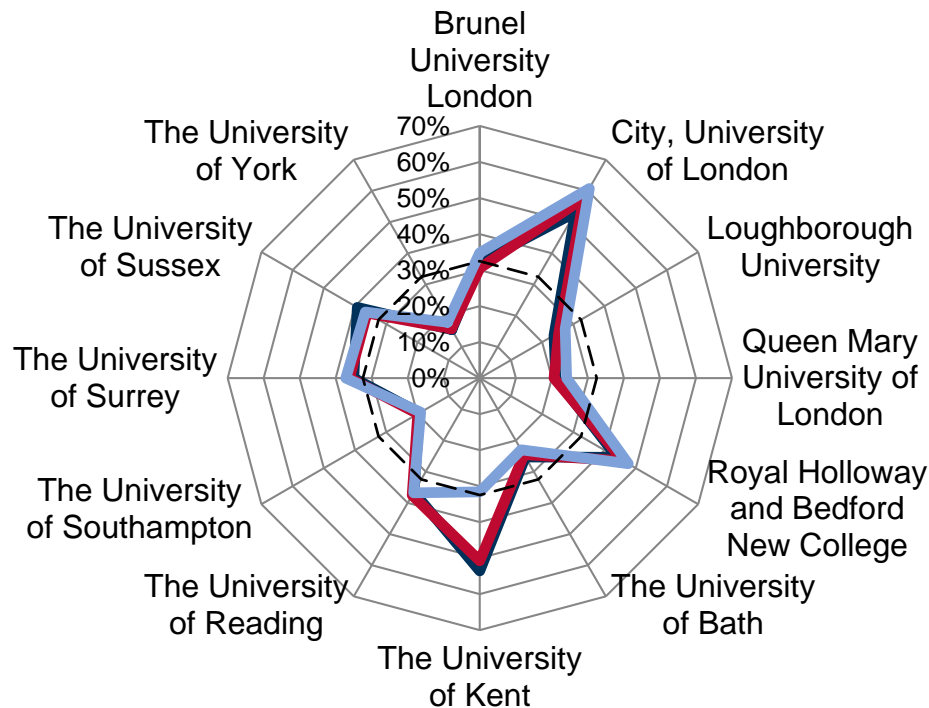
Definitions

“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 – BUL Comparator Group

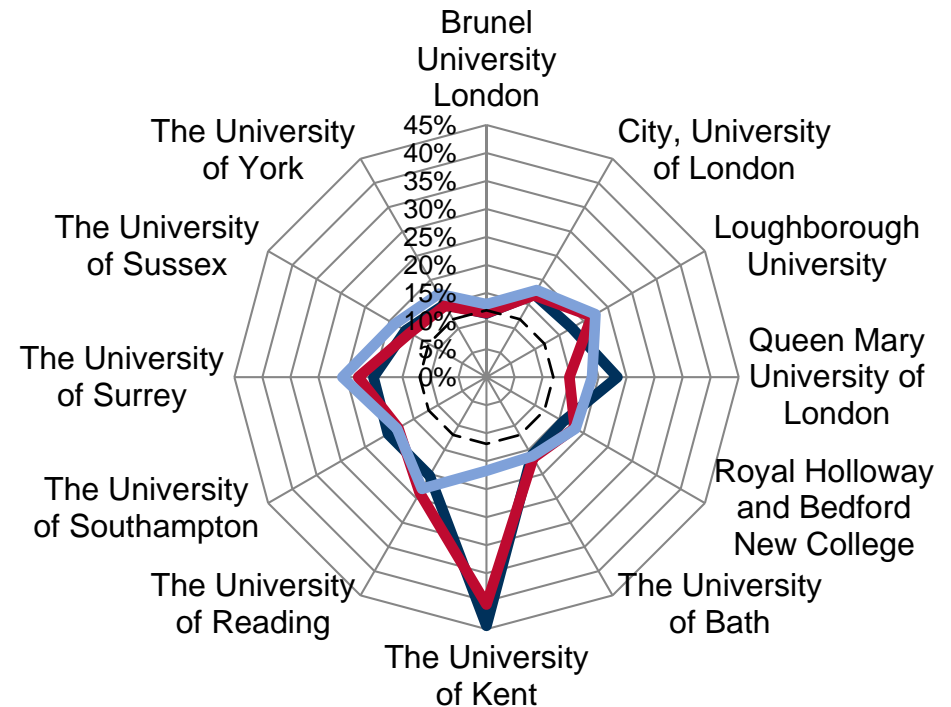
1.4c

Teaching only as a % of Academic (FPE)



1.4d

Teaching only as a % of Academic (FTE)



Key questions:

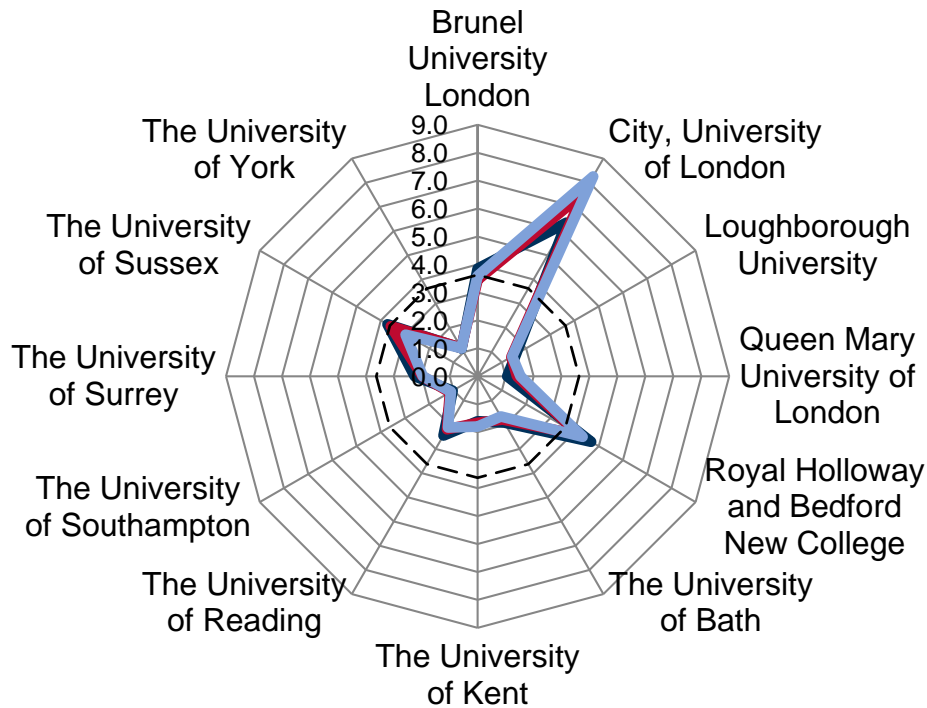
- *BUL has a relatively low percentage of employees on teaching only contracts (33% FPE, 12% FTE) compared with a number of benchmark institutions. Does this model need to be reviewed or does it continue to fit with the University's strategic direction?*
- *How does this fit with the REF2021 strategy and approach?*

1 Employee Composition – BUL Comparator Group



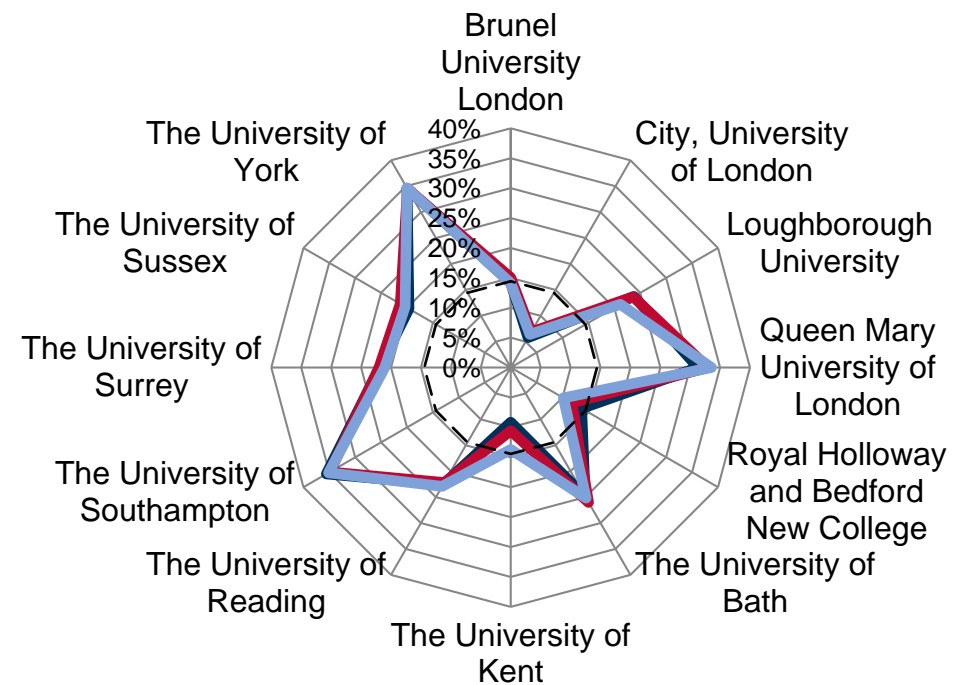
1.4e

Teaching only - Ratio of FPE : FTE



1.4f

Research only as a % of Academic (FPE)



- The average hourly paid academic / teaching only academic at Brunel works the equivalent of 1/3 of a full time person.

1. Employee Composition 1.4a-1.4e - comments

- [1.4a – 1.4b] Ratios have remained broadly constant for Brunel since 2014/15 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] BUL has one of the smallest proportion of Teaching Only FTE. 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 four, while City employ eight people.

Questions:

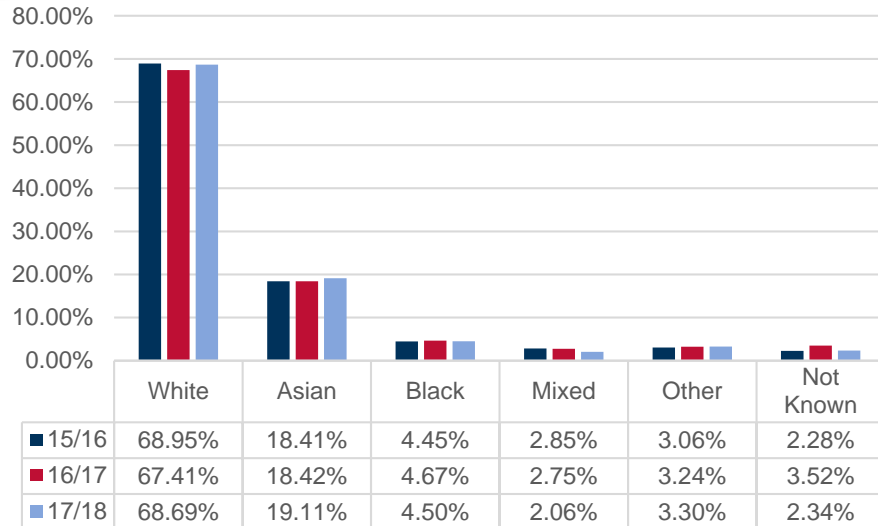
What is our approach re teaching only or academic education contracts?

How would an increase in teaching only employees impact the quality of the student experience and/or impact our REF strategy?

1 Employee Composition

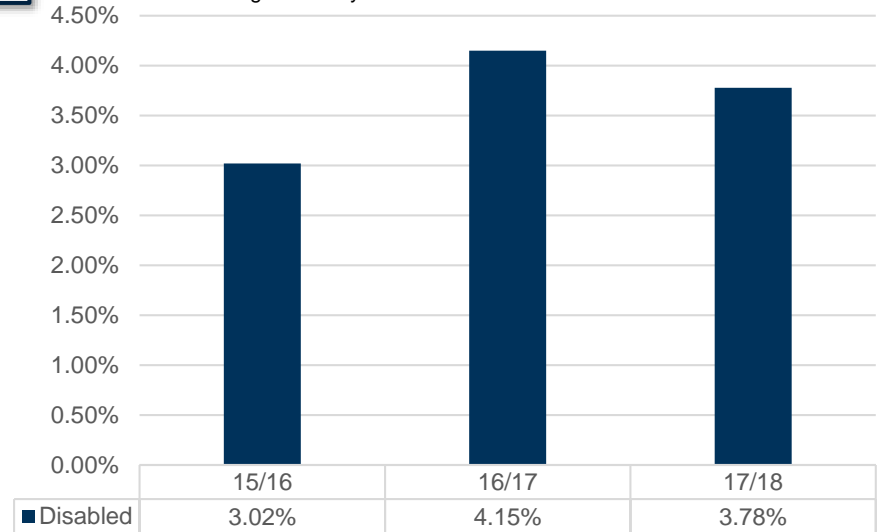
1.5

Ethnicity (All employees)
Aug 15 to July 18



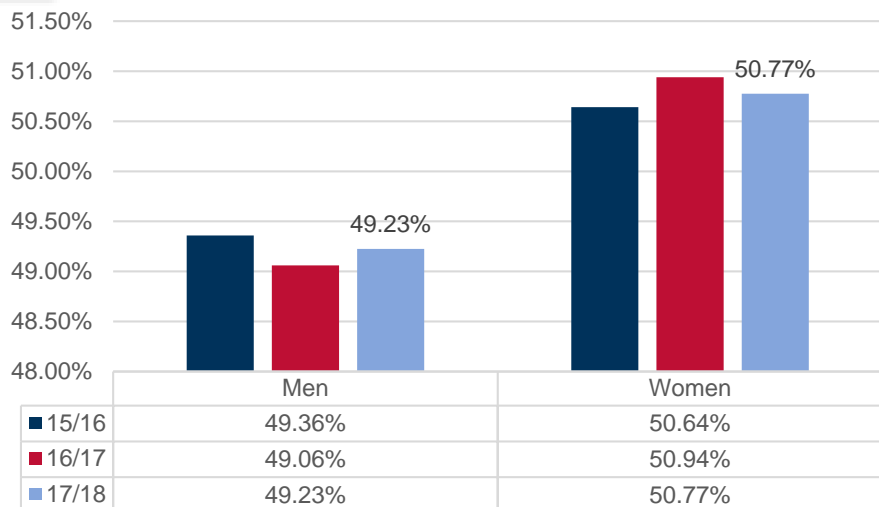
1.6

Disability (All employees)
Aug 15 to July 18



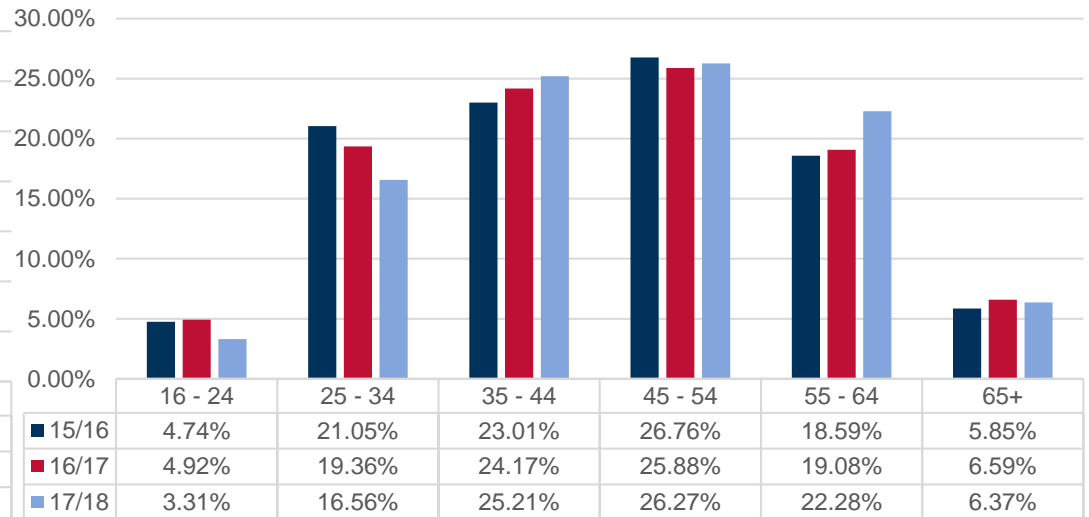
1.7

Gender (All employees)
Aug 15 to July 18



1.8

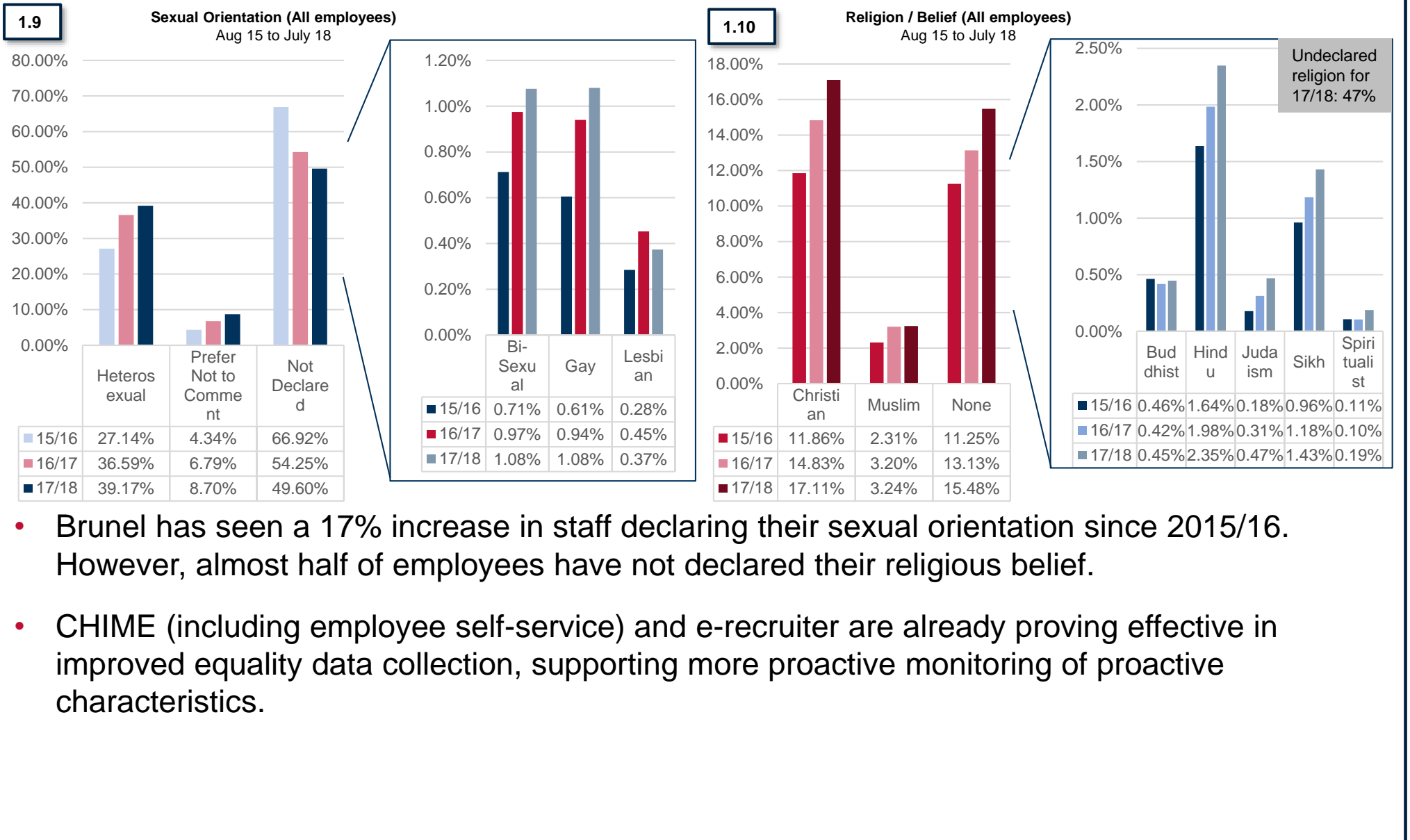
Age (All employees)
Aug 15 to July 18



1. Employee Composition 1.5-1.8 - comments

- HEIDI Data on HE sector:
 - All HE 81% White, 54% Women, 5% Disabled, 28% Under 35, 12% Other EU, 8% Non-EU
 - Comp' Group 79% White, 52% Women, 4% Disabled, 30% Under 35, 14% Other EU, 10% Non-EU
- Our workforce composition remains diverse and the ethnicity and gender profile has not changed over the last three years. We have a higher proportion of BME employees compared with national HE averages as well as our comparator group.
- The declaration rate for disability has dropped slightly. We will work on a declaration campaign for all diversity characteristics over the coming year, with a focus on disability as well as promoting our new reasonable adjustments policy.
- We have a lower proportion of younger staff compared with the national average in the sector as well as with our comparator group.

1 Employee Composition



- Brunel has seen a 17% increase in staff declaring their sexual orientation since 2015/16. However, almost half of employees have not declared their religious belief.
- CHIME (including employee self-service) and e-recruiter are already proving effective in improved equality data collection, supporting more proactive monitoring of proactive characteristics.

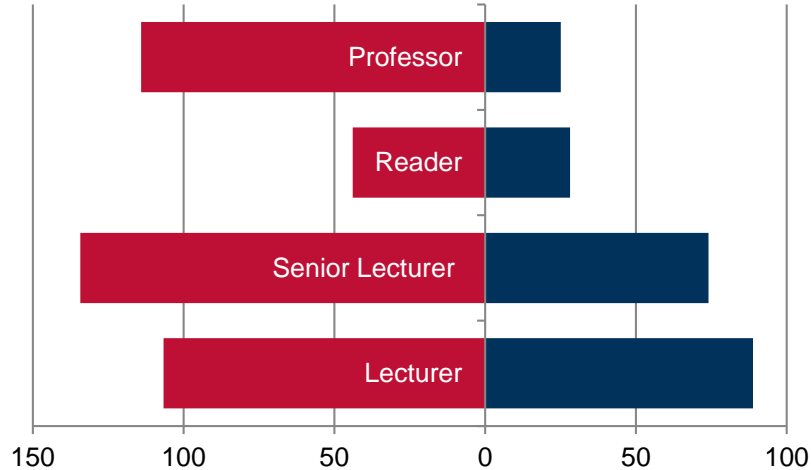
1 Employee Composition

Grade v Gender

■ Women ■ Men

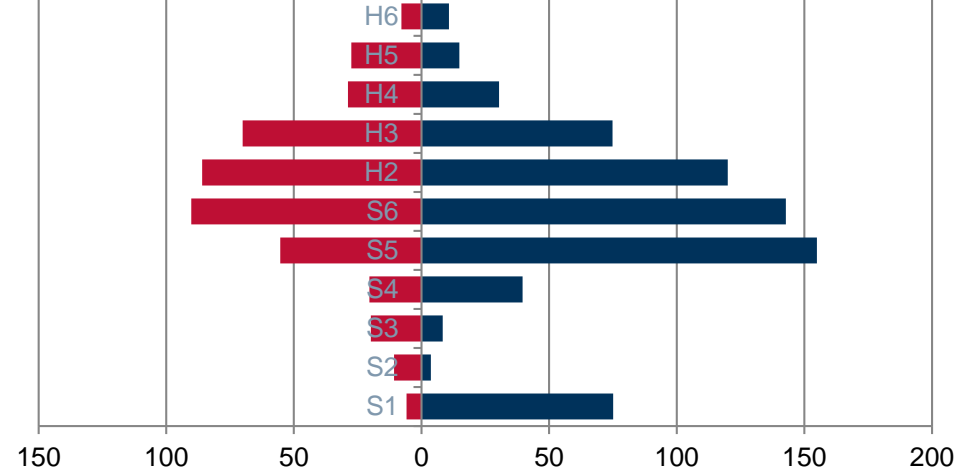
1.11

Gender by Academic Grade
17/18 Academic Year



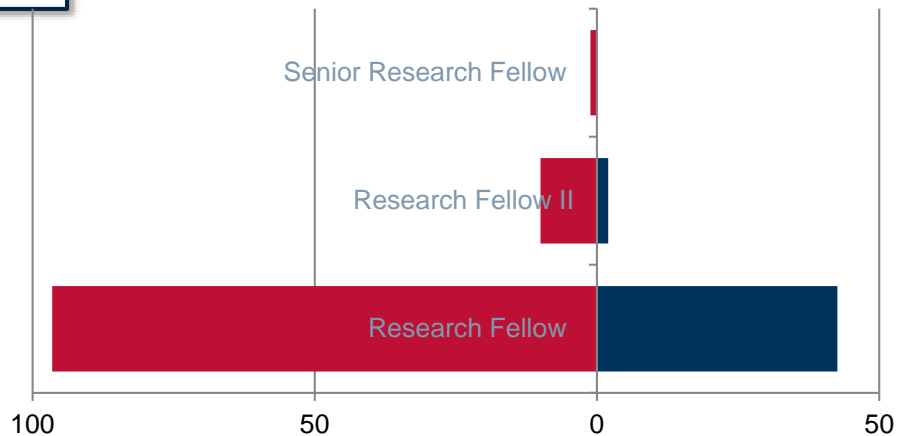
1.12

Gender by Professional / Support Grade
17/18 Academic Year



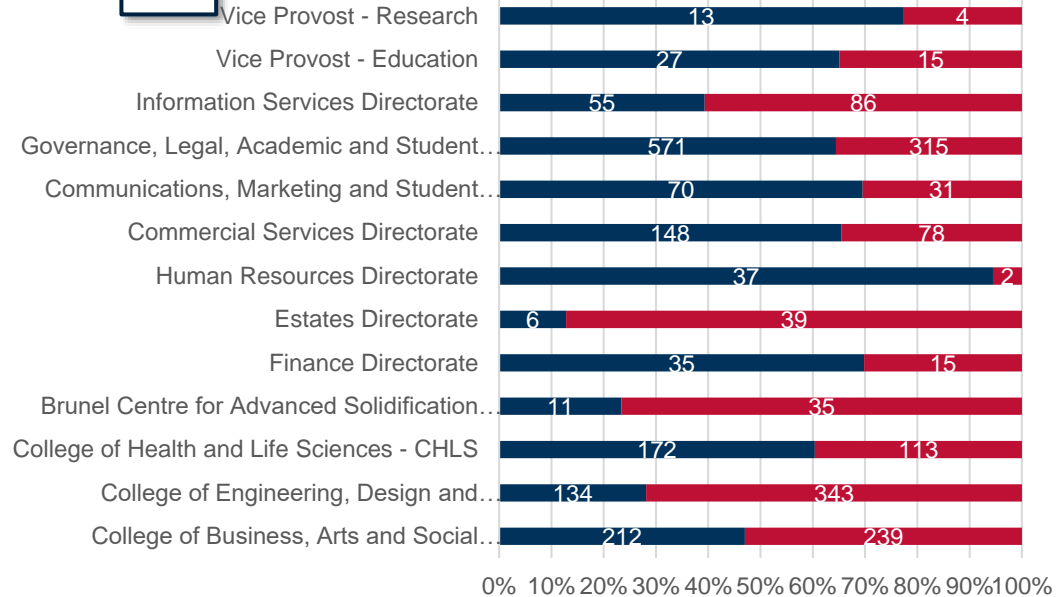
1.13

Gender by Research Grade
17/18 Academic Year



1.14

All employees by Gender and College / Directorate
17/18 Academic Year



1 Employee Composition – Grade v Gender

- Gender balance remains a challenge at Brunel, particularly in senior academic and research positions, where women remain under represented.
- The University has a higher proportion of men in all academic grades as demonstrated in graph 1.11. The smallest gender difference is at Reader level with the greatest gender difference at professor level.
- There continues to be a higher number of women working in Professional Services with the highest proportions in clerical grade positions. The gender balance is somewhat improved at more senior administrative and managerial levels (H grades).
- Within Professional Services, the HR Directorate has the greatest challenge with gender balance although 5 men in post since December 2018. The Estates Directorate is a close second with only 6 women in post.

Question:

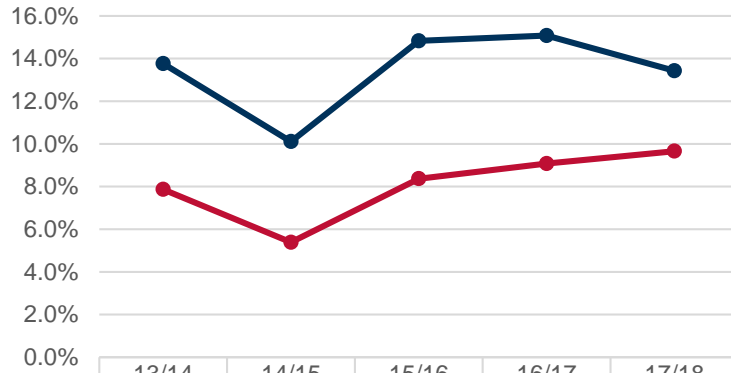
How do we improve

- a) the gender balance in the HR and estates departments, and*
- b) address women promotion and progress in research?*

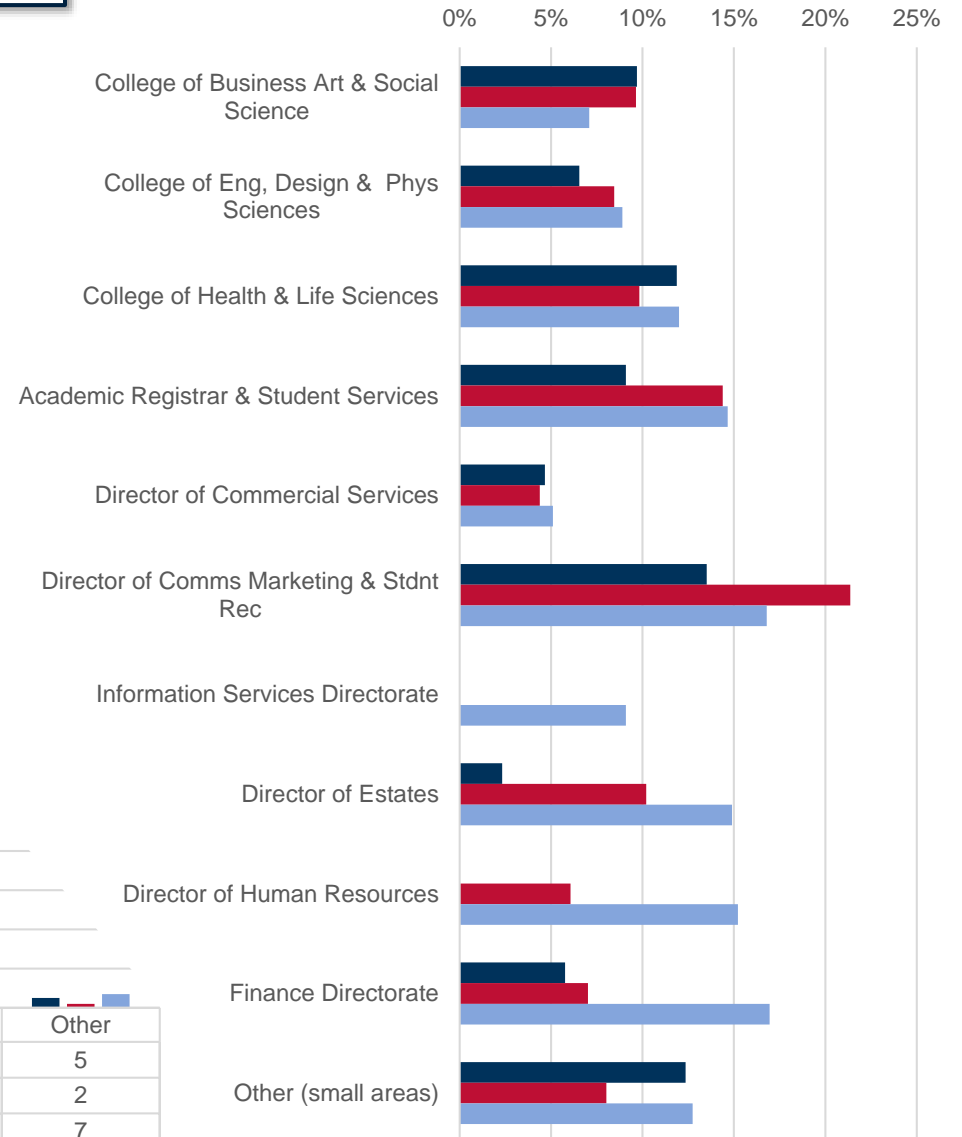


1 Employee Composition

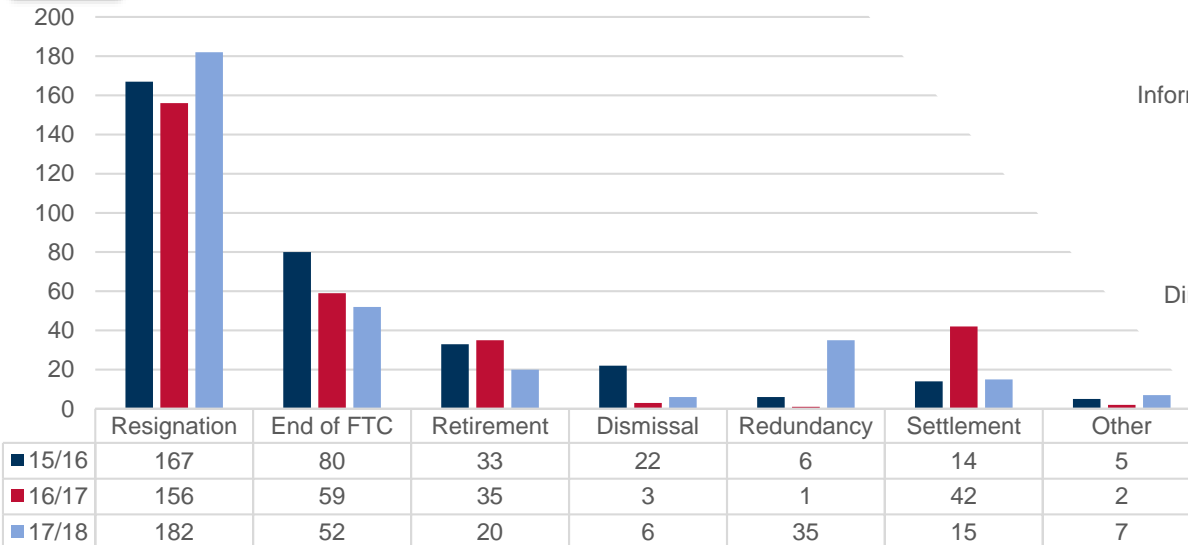
1.15 Turnover (Total & Voluntary) (all employees)



1.16 Voluntary Turnover by College / Directorate



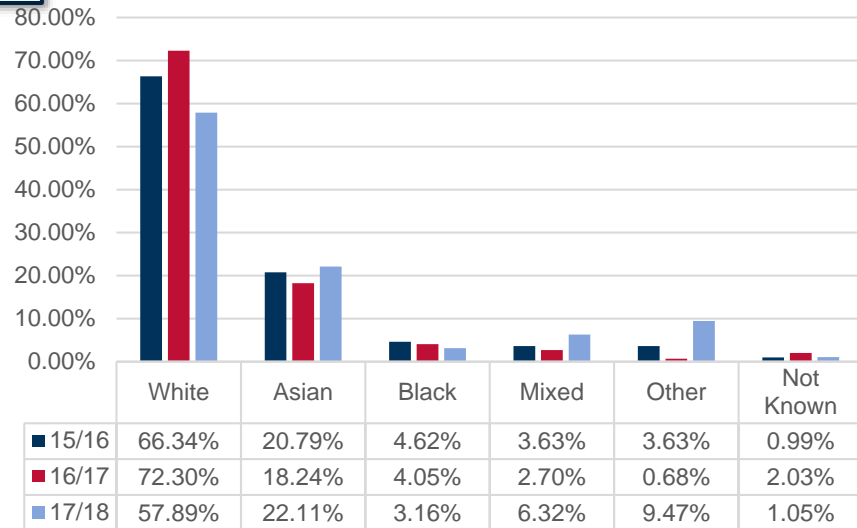
1.17 Reason For Leaving (all employees)



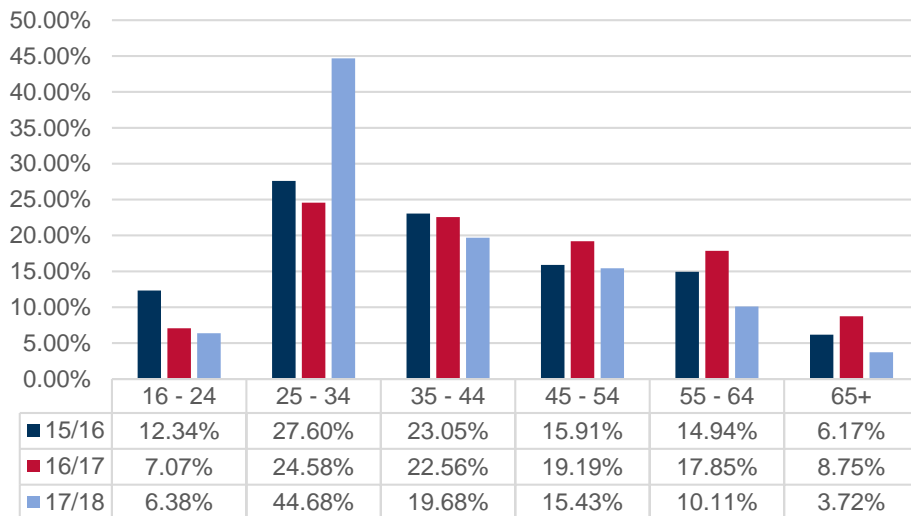
1 Employee Composition

Turnover

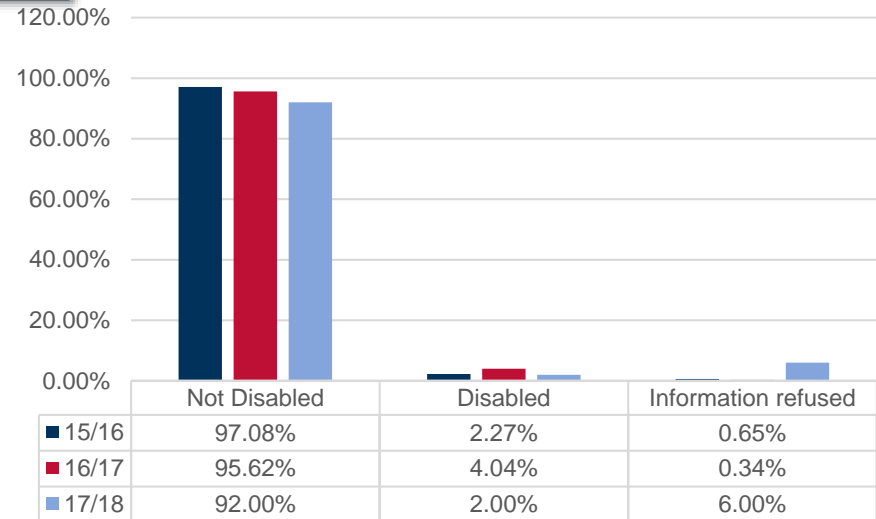
1.18 Ethnicity of Leavers (Perm & Fixed term)



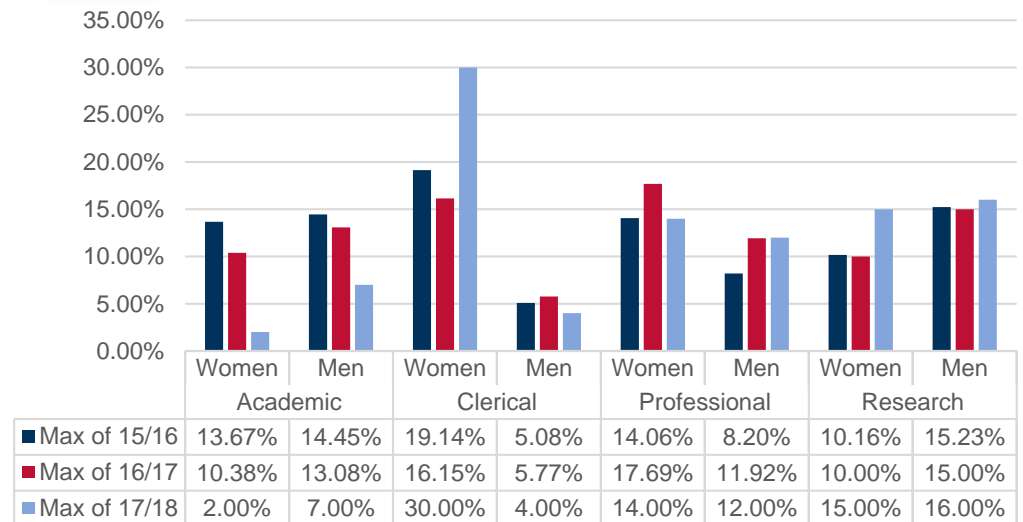
1.20 Age of Leavers (Perm & Fixed term)



1.19 Disability of Leavers (Perm & Fixed term)



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



1 Employee Composition - Turnover

- UCEA benchmarks: Overall 10.6% (6.9% voluntary) , Professional Services 12.3% (8.2% voluntary), Academic 8.3% (5.1% voluntary).
- There has been a 15% increase in women clerical employees leaving compared with last year.
- There has been a decrease in the number of staff leaving who have declared a disability after a slight increase the year before. However, the significance of these figures is questionable due to the large number of staff who have not declared whether they have a disability.
- There has been a 20% increase in the number of staff between the ages of 25-34 leaving since last year.
- Brunel's voluntary turnover is ~40% higher than the UCEA benchmark [13.4% cf 10.6%], with the leavers from professional services being disproportionately higher.

Questions:

How do we;

- a) retain employees in the 25 – 34 age group?*
- b) manage retirement transition better?*

Are there enough opportunities for them to progress to the professional grades?

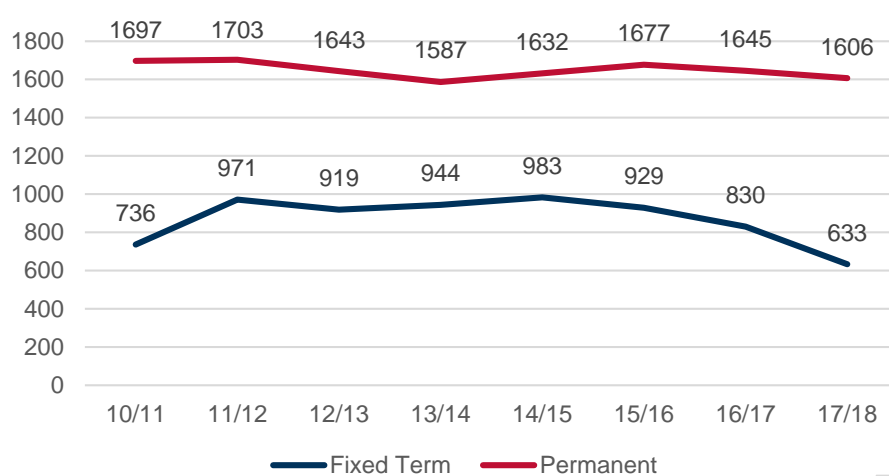
Are younger staff leaving due to career development opportunities?



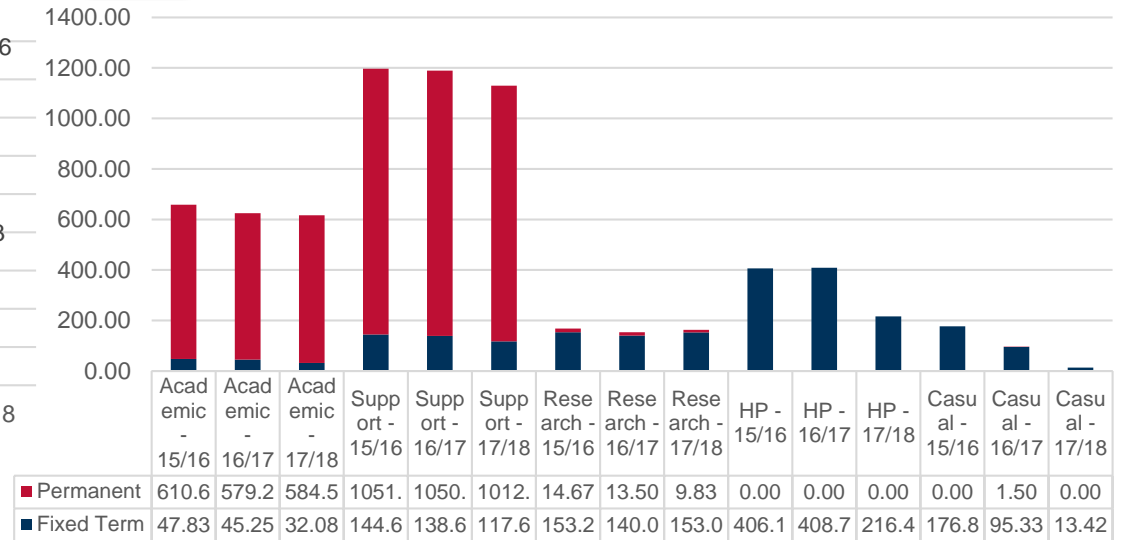
1 Employee Composition

Contract Type

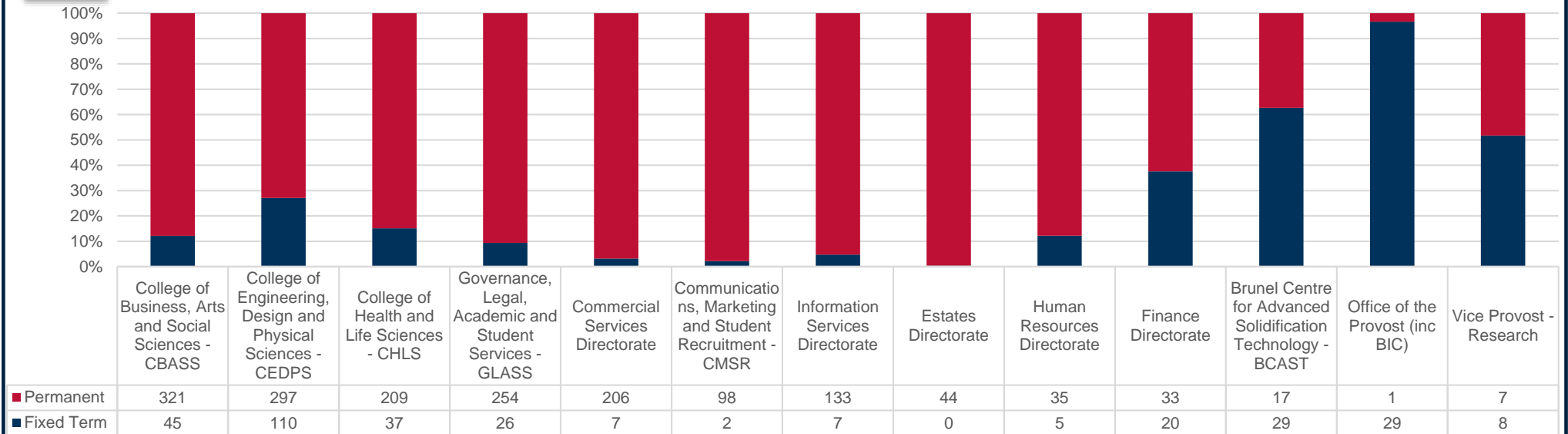
1.22 Contract Type by year (Average headcount)



1.23 Contract Type by Job Type (Average headcount)



1.24 Contract Type by College / Directorate (average FTE)



1 Employee Composition – comments on contract type

Note: Consultants are currently excluded as the data is incomplete.

- Finance is showing a disproportionately high percentage of fixed-term contract employees due to CHIME implementation.
- The 2018 review of BCAST is addressing the fixed-term contract researcher issue; it is critical to retain key talent in BCAST.

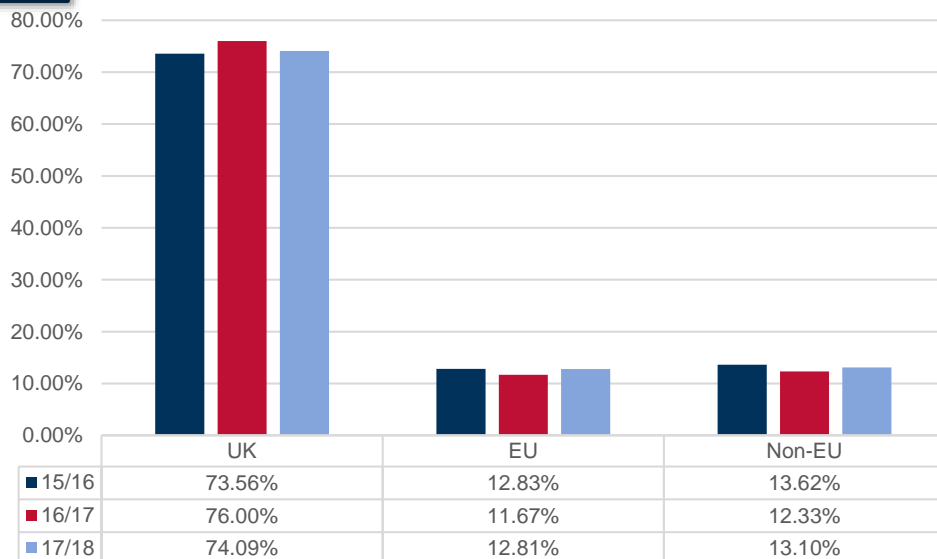
Question:

Is Brunel deploying fixed-term contracts, and consultants appropriately for the nature of the work required?

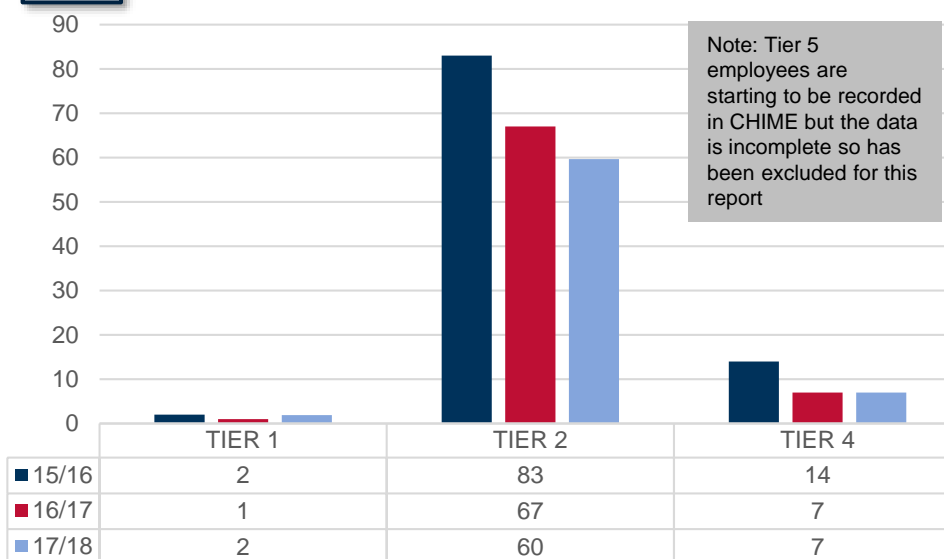


1 Employee Composition

1.29 International employees %



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



•HEIDI Data on HE sector:

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

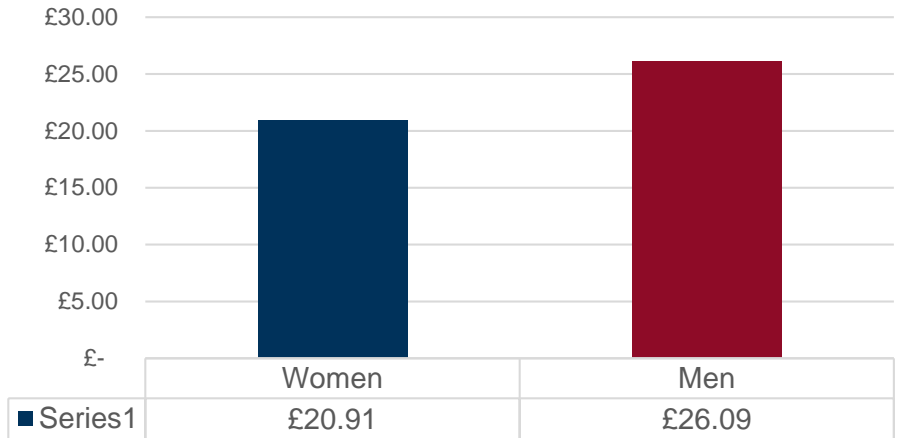
- At 25% non-UK employees and 13% non-EU, Brunel has great diversity within its workforce and a high dependency on non-UK talent attraction and retention.

2. Pay Equality

2 Gender Pay Gap Analysis - Statutory (All Employees)

Hourly Pay

2.1 Mean Gender Pay Gap - All employees



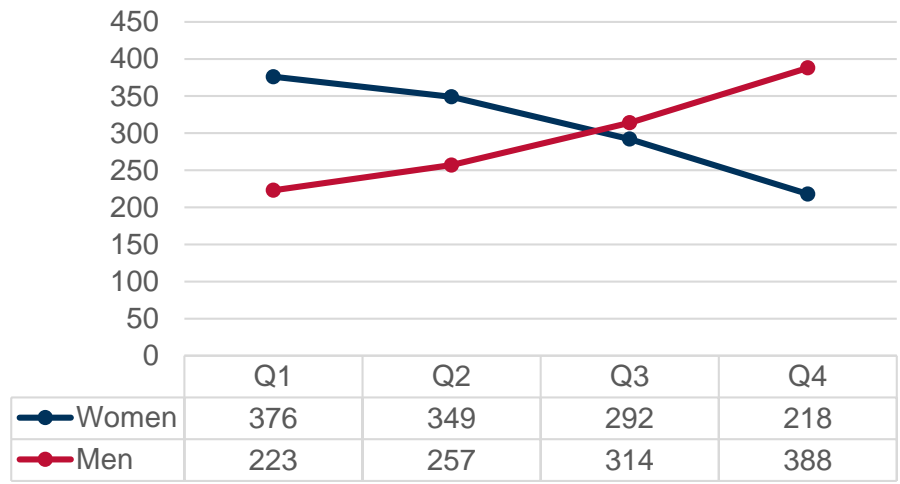
Mean Gender Pay Gap **+19.83%**

2.2 Median Gender Pay Gap – All employees



Median Gender Pay Gap **+25.67%**

2.3 Gender Pay Gap - Quartiles



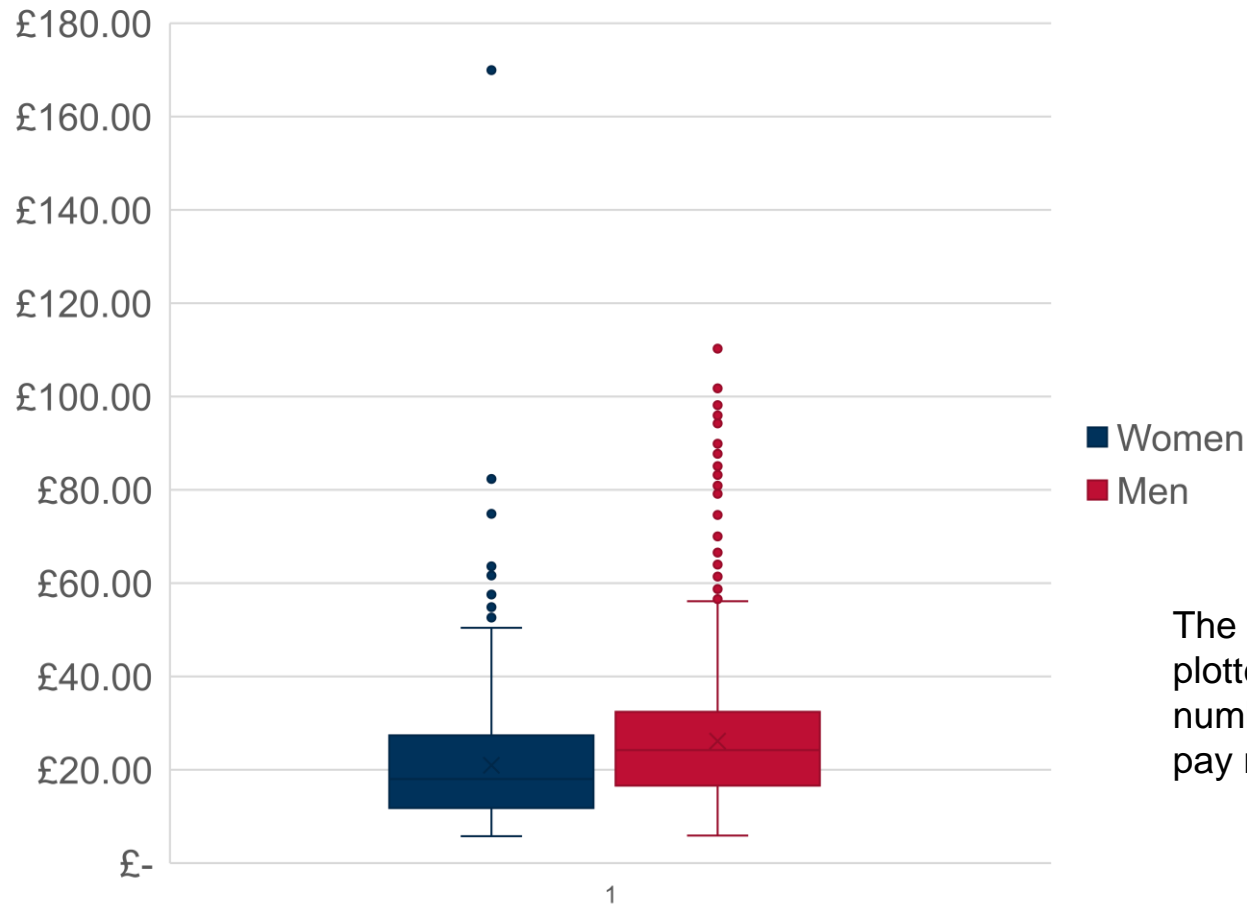
2.1 and 2.2 A positive percentage gap means there is a pay gap in favour of men.

2.3 The number of men in each salary quartile increases as the pay scale rises. The opposite trend is seen for women employees as there are fewer women in senior roles with higher salaries like the top earning men.

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 2018. Hourly Pay calculated using March as 152 working hours and FTE.

2 Hourly Pay Rates – Distribution by Gender

2.4

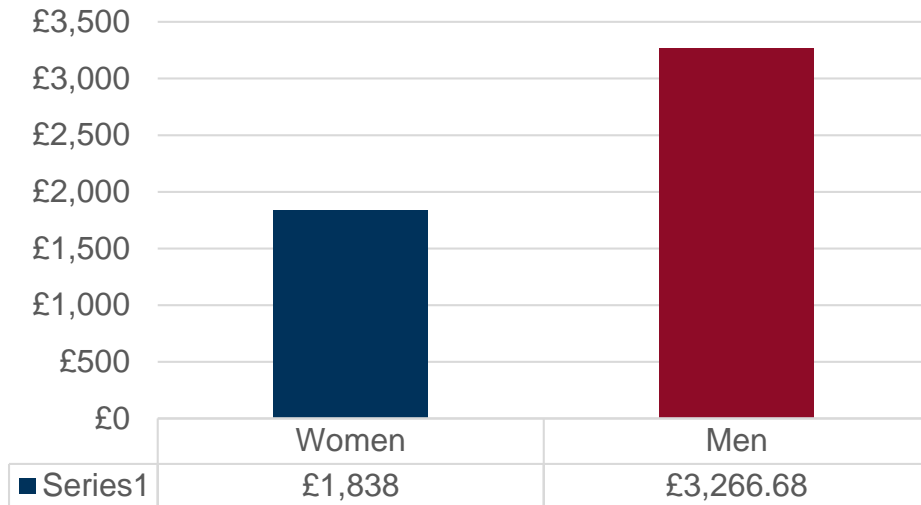


The distribution of the hourly pay rates plotted by gender shows a higher number of men working for higher hourly pay rates compared with women.

2 Bonus Pay Gap

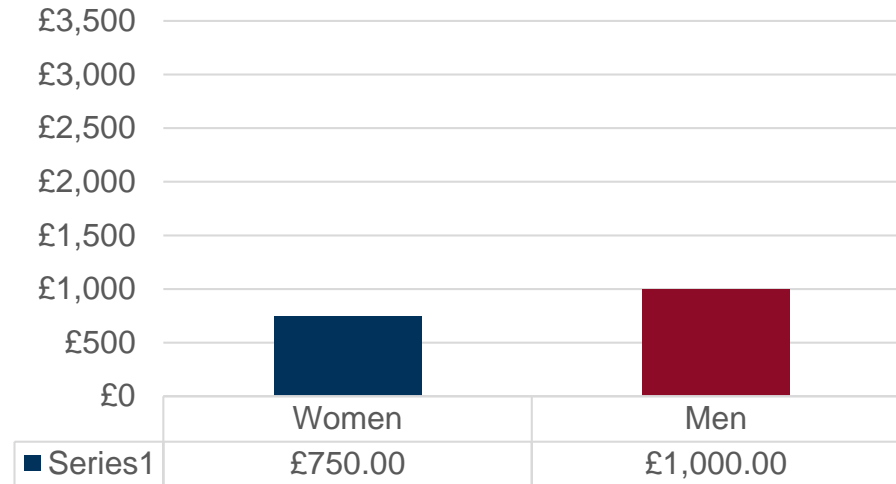
Bonus Amounts Received

2.5 Mean Bonus Amount



Mean gender bonus pay gap **+43.7%**

2.6 Median Bonus Amount



Median gender bonus pay gap **+25.0%**

2.5 and 2.6 A positive percentage gap means there is a pay gap in favour of men.

38 Men and 38 Women received bonuses.

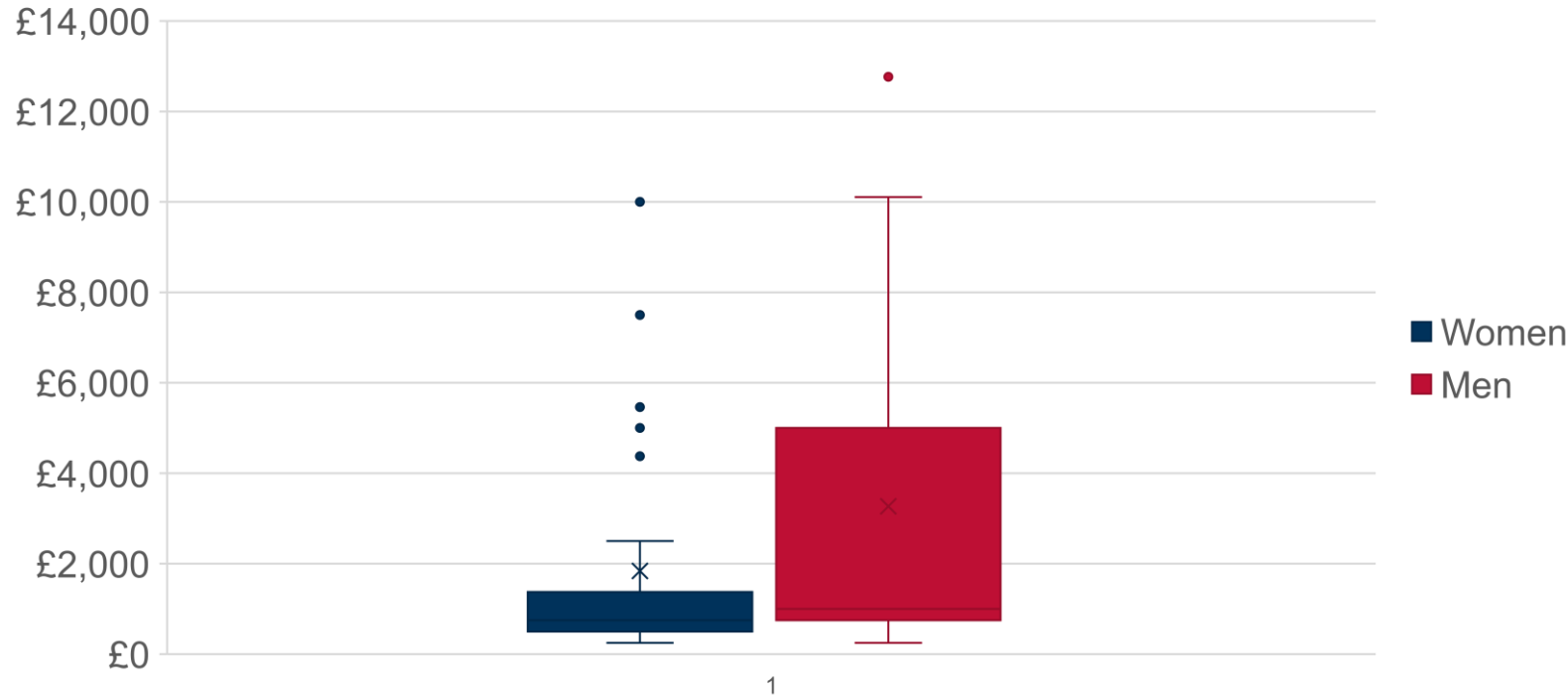
3.21% and 3.08% respectively of the total population*

- The total population as included in the Gender Pay Gap Reporting March 2018
Bonus Payments include honoraria and performance related payments. These were given between March 2017 and March 2018.

2 Bonus Pay Gap

Bonus Amount Distribution

2.7 Bonus distribution



- More women received a smaller bonus than males in 2017/18 with only a small number of women receiving a bonus of £2000 or more. Bonus payments received by men are more varied and distributed over a higher range.

2 Ethnicity Pay Gap Analysis

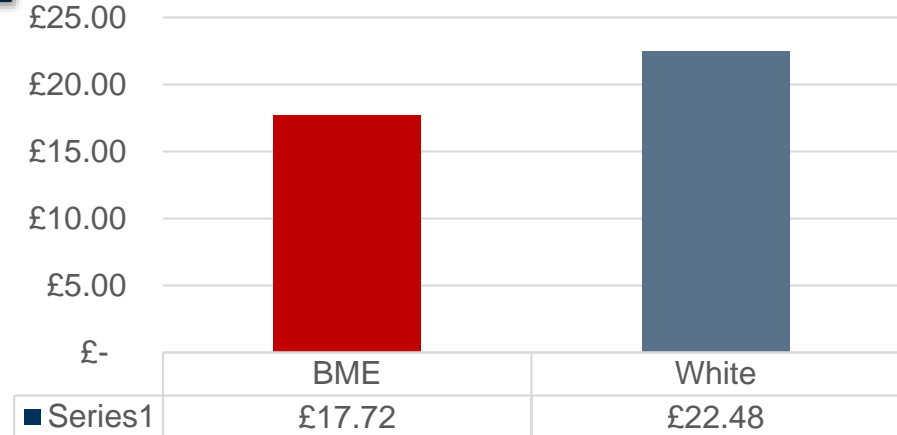
Hourly Pay

2.8 Mean Ethnicity Pay Gap (All employees)



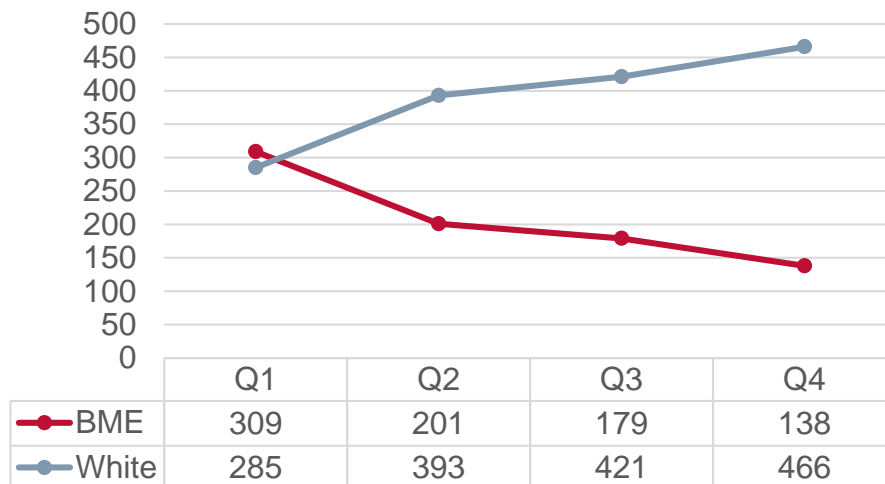
Mean Ethnicity Pay Gap **+20.49%**

2.9 Median Ethnicity Pay Gap (All employees)



Median Ethnicity Pay Gap **+21.17%**

2.10 Ethnicity Pay by quartile (All employees)



2.8 and 2.9 A positive percentage gap means there is a pay gap in favour of employees identifying as 'White/Caucasian'.

2.10 The proportion of white and BME employees at the lowest paid jobs is approximately the same. However in the upper salary quartiles the distribution is in favour of white employees.

Data from the gender Pay Gap Statutory reporting- March 2018. 'White' classified as White Caucasian and 'BME' as everything else including 'White/other'. Unknowns or prefer not to say are excluded for the purpose of data visualisation.

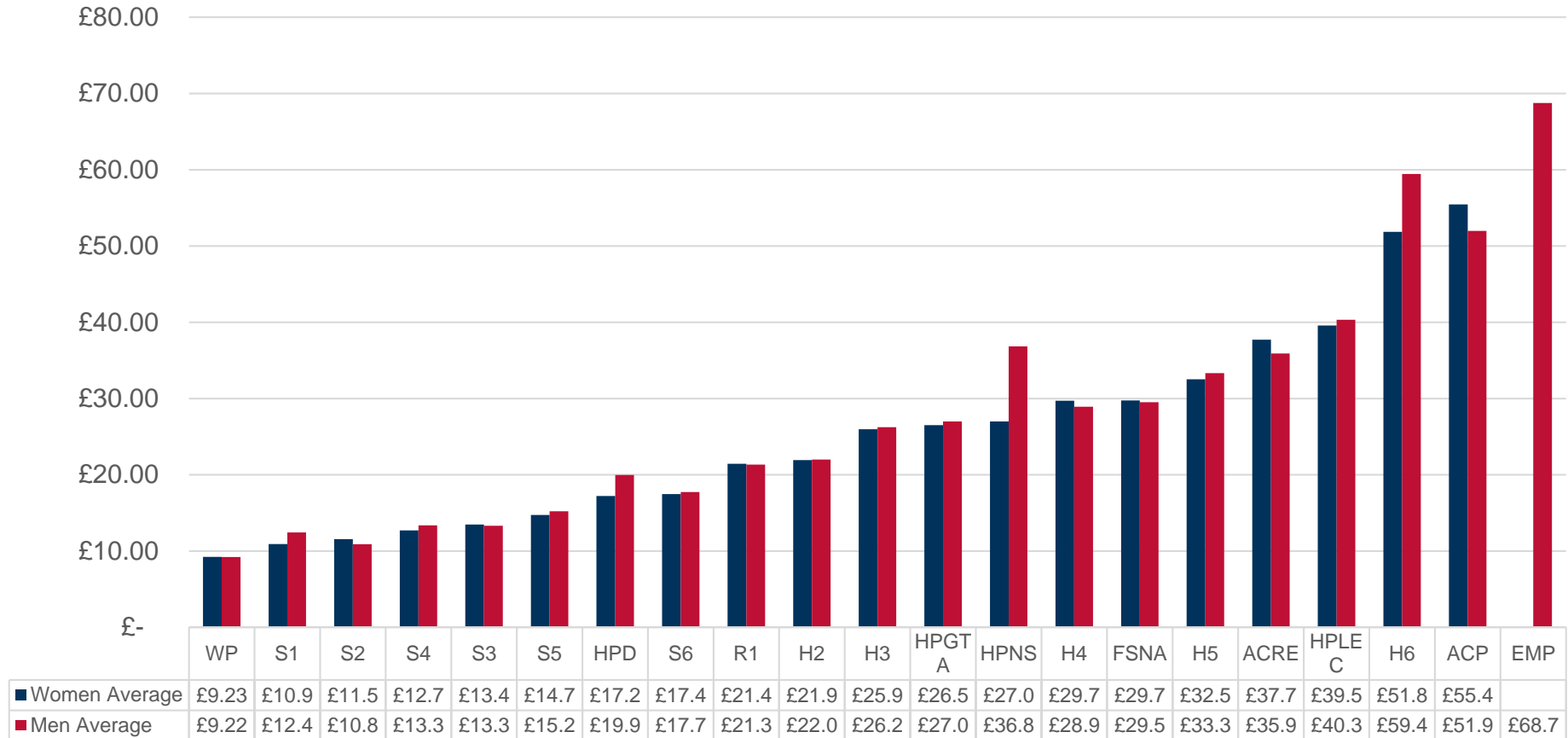
2 Equal Pay Analysis

Hourly Pay

2.11

Average hourly pay plotted for each pay grade by gender.

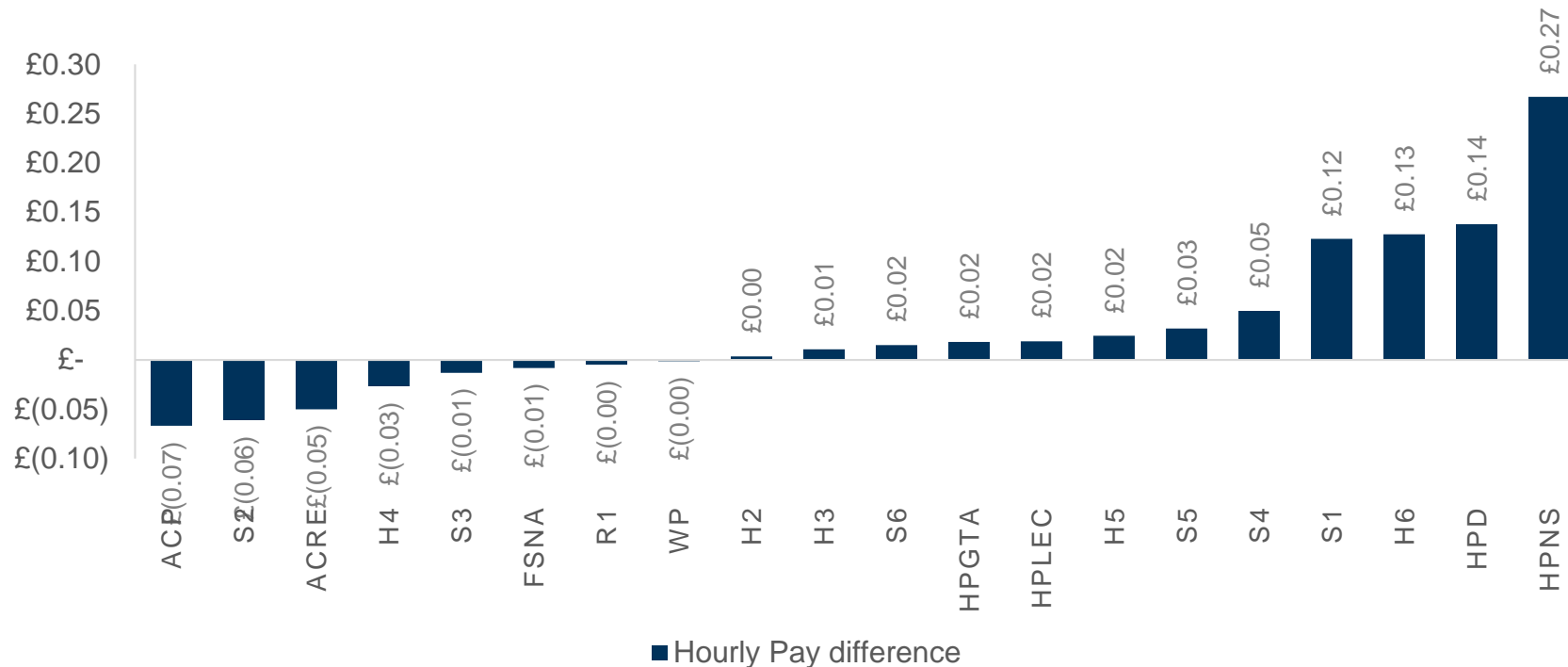
* For examples of typical grades see definitions page 68



Average hourly pay for men and women plotted by pay grade shows most pay grades have little difference between men and women.

2.12 Average hourly pay difference by grade.

* For examples of typical grades see definitions page 68



This graph shows the differences between men and women’s average hourly salaries on the same pay grade. Ranked in order of difference from largest to smallest. The higher positive numbers on the right of the graph indicate where men are on average being paid more than women to do the same job. The left side, the negative numbers show where women are being paid on average more to do the same job role.

2 Pay Equality

Gender Pay Gap

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

Mean Gender Pay Gap +19.83%

Median Gender Pay Gap +25.67%

- The Bonus Gender pay gap is +44% 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 +20.49%

Median Ethnicity Pay Gap +21.17%

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 2018 payslip (includes all employees) Excludes those who are not on relevant full pay on the snapshot date of 31st March 2018. Bonus Data from March 2017-18 includes Honorariums and Performance Related Payments.

2 Pay Equality - Comments

- Brunel published its first gender pay gap report in July 2017 (for the March 2017 census date) and our second 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 reporting is not currently a statutory requirement although Brunel is taking proactive steps to publish our Ethnicity Pay Gap data early alongside the Gender Pay Gap data this year.

3. Talent/Career Development

3 Talent / Career Development

Academic Promotions

3.1 % of employees by gender at each stage of promotions

	Total Applied	Total Recommended at Stage 1	Total Promoted	Total Applied	Total Recommended at Stage 1	Total Promoted
	Women			Men		
To Professor/Chair						
2012-13	2	1	0	8	5	1
2013-14	4	2	0	3	3	0
2014-15	8	7	4	10	4	2
2015-16	5	5	2	9	4	3
2016-17	4	4	1	12	6	4
2017-18	2	1	1	8	7	4
To Reader						
2012-13	7	3	1	21	15	6
2013-14	4	3	0	16	10	5
2014-15	7	5	3	16	9	6
2015-16	7	6	3	14	13	7
2016-17	12	10	4	20	12	3
2017-18	11	7	6	19	9	5
To Senior Lecturer						
2012-13	10	5	5	29	20	6
2013-14	19	14	7	20	14	9
2014-15	27	17	11	26	19	16
2015-16	33	26	24	32	25	23
2016-17	17	12	9	34	23	16
2017-18	15	9	9	22	13	11

	Departmental Promotions Panel (% Progressed)	College Promotions Panel (% Progressed)
CBASS	55%	86%
CEDPS	76%	63%
CHLS	54%	100%

3 Talent / Career Development

Academic Promotions

3.1 % of employees by gender at each stage of promotions

	Apps	% of total applications from Women	% Women Academics in College*	% Difference comparing percentage of women applications with proportion of women in the college
CBASS	40	50%	39%	+8%
Women	20			
Men	20			
CEDPS	25	12%	19%	-7%
Women	3			
Men	22			
CHLS	14	36%	54%	-18%
Women	5			
Men	9			

3 Talent / Career Development

Academic Promotions

3.4 % of employees by gender at each stage of promotions and overall success rates of total applications comparing colleges

	Apps	Departmental Promotions Panel			College Promotions Panel		Overall		
		Unsucc	Progress	%Progress Success rate	Unsucc	Promoted	%Success	%Promoted of total applications Success rate	%Gender Success difference
CBASS	40	18	22	55%	2	19	86%	48%	+35%
Women	20	6	14	70%	1	13	93%	65%	
Men	20	12	8	40%	2	6	75%	30%	
CEDPS	25	6	19	76%	7	15	63%	60%	+8%
Women	3	1	2	67%	0	2	100%	67%	
Men	22	5	17	77%	7	10 (+3 appeals)	59%	59%	
CHLS	14	5	9	64%	0	9	100%	64%	-7%
Women	5	2	3	60%	0	3	100%	60%	
Men	9	3	6	67%	0	6	100%	67%	

3 Talent / Career Development

Academic Promotions

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

	Apps	% of College Applications from BME	% BME Academics in College*	% Difference
CBASS	39	2.5%	25%	-22.5%
BME	1			
White	25			
CEDPS	25	52%	43%	+9%
BME	13			
White	12			
CHLS	14	21%	16%	+5%
BME	3			
White	11			

* Academic employees only - excl professional, technical and support employees

3 Talent / Career Development

Promotions

3.6 Employees at each stage of promotions by Ethnicity and overall success rate (%promoted of total applications) comparing colleges

	Departmental Promotions Panel				College Promotions Panel		Overall		
	Apps	Unsucc	Progress	%Progress	Unsucc	Promoted	%Success	%Promoted of total applications	%Ethnicity Success difference
CBASS	40	18	22	55%	2	19	86%	48%	-20%
BME	14	7	7	50%	1	5	71%	36%	
White	25	10	15	60%	1	14	93%	56%	
CEDPS	25	6	19	76%	7	15	79%	60%	-20%
BME	13	3	10	77%	5	5	50%	38%	
White	12	3	9	75%	2	7	78%	58%	
CHLS	14	5	9	64%	0	9	100%	64%	-40%
BME	3	2	1	33%	0	1	100%	33%	
White	11	3	8	73%	0	8	100%	73%	

3.7 employees by gender at each stage of promotions and percentage success rate of total applicants

	Number of Applicants	Successful Promoted	%Success	%Difference
BME	30	11	36%	-24%
White	48	29	60%	

3 Talent / Career Development – Promotions

- More women than men were successful in progressing their application for promotion in CBASS.
- Fewer applications for promotion were received from BME staff in CBASS compared with the proportion of BME academics in the College.
- Overall, BME candidates for promotion were less successful than white applicants.
- The trend of BME employees being less successful in the academic promotion rounds continues from last year. A focus group will be held with employees to try to identify the barriers to promotion from their perspective. The application rate from BME employees in CBASS is particularly low, although they had a good proportion of women employees applying.
- There have been two women that have been promoted to professor between 2016 to now. There were less women applying to become a professor this year, but more applied and were successful at becoming readers which is the talent pipeline.



Question:

How does Brunel address the ethnicity challenges within the promotions process?

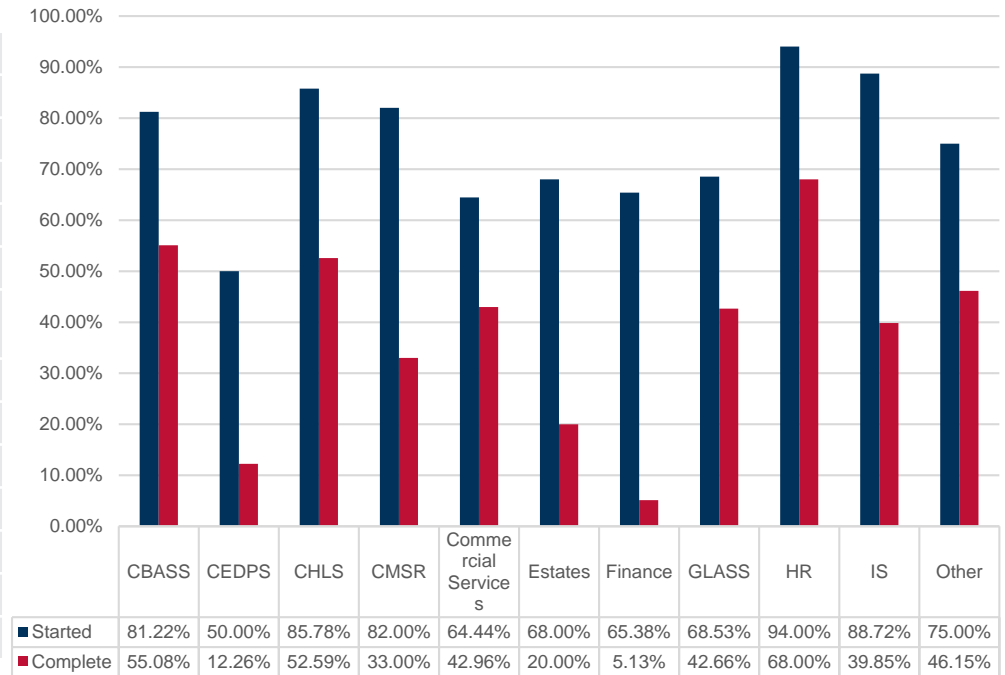
How can Brunel develop our women readers?

3 Talent / Career Development

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

data as of 03/01/2019

College / Directorate	Started	Completed
College of Business, Arts and Social Sciences	320 (81.22%)	217 (55.08%)
College of Engineering, Design and Physical Sciences	159 (50.00%)	39 (12.26%)
College of Health and Life Sciences	199 (85.78%)	122 (52.59%)
Commercial Services	87 (64.44%)	58 (42.96%)
Communications, Marketing and Student Recruitment	82 (82.00%)	33 (33.00%)
Estates	17 (68.00%)	5 (20.00%)
Finance Directorate	51 (65.38%)	4 (5.13%)
Governance, Legal, Academic and Student Services	98 (68.53%)	61 (42.66%)
Human Resources	47 (94.00%)	34 (68.00%)
Information Services	118 (88.72%)	53 (39.85%)
Other	78 (75.00%)	48 (46.15%)
Grand Total	1256 (73.36%)	674 (39.37%)



- Note: 16/17 numbers: 77.1% started, 40.4% completed
- PDR uptake has fallen slightly since 2016/17 with completion rates reducing from 77% to 73%.

Question:

How do we engage employees with the PDR process and reverse this trend?



3 Talent / Career Development

3.4

Training attendees by Ethnicity (16/17)

3.5

Training attendees by Disability (16/17)

Data on learning and development is limited this year due to the constraints of the interim HR system solution.

3.6

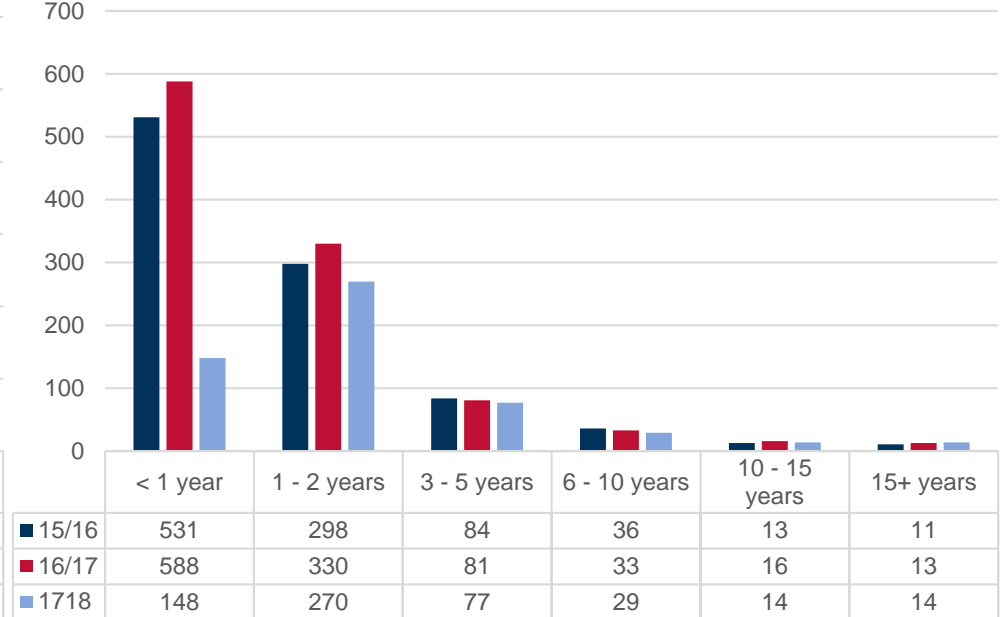
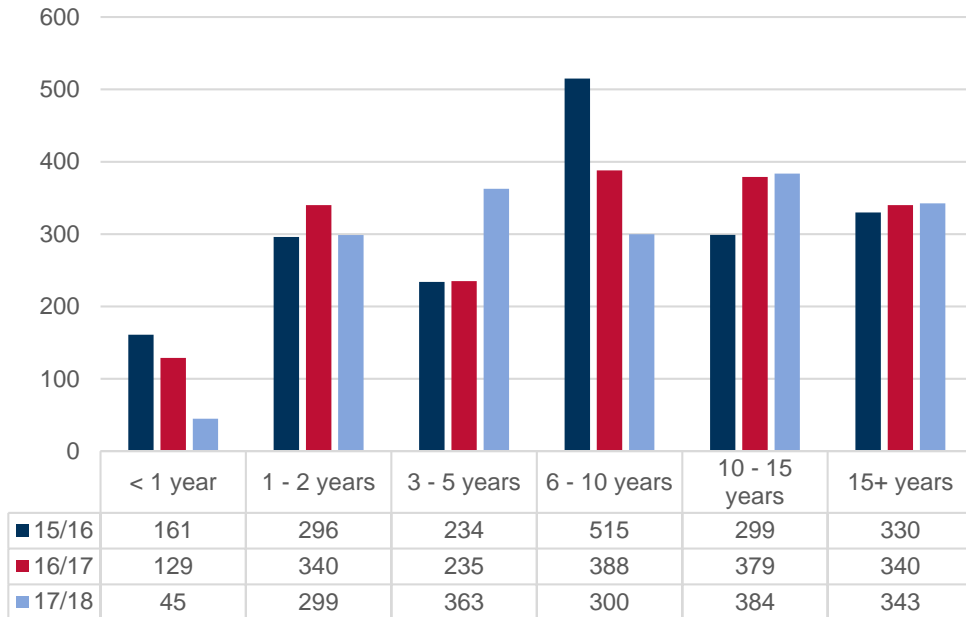
The delayed module for learning and development in CHIME, once implemented, will provide better data for next year.

3 Talent / Career Development

Length of service

3.9 Length of Service (permanent only)

3.10 Length of service (fixed term only)



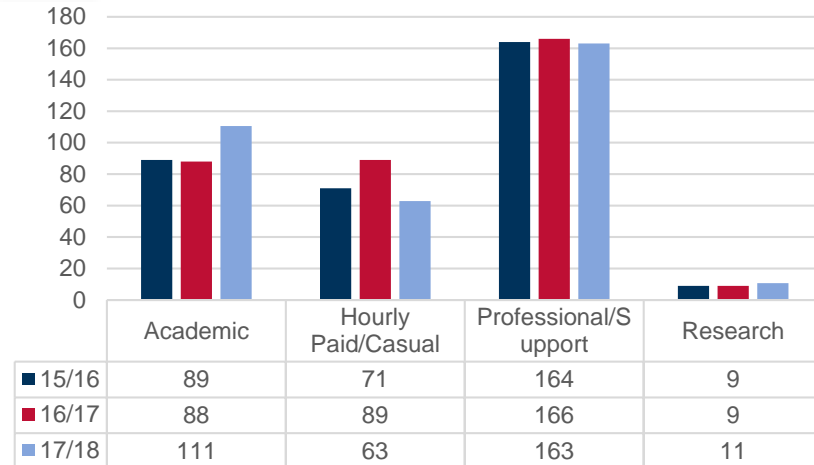
Note: Those employees who are fixed term with more than 10 years service are those who have taken up flexible retirement or similar contracts after a period of permanent employment. It does not indicate that they have been fixed term for 10+ years.

3 Talent / Career Development

Retirement

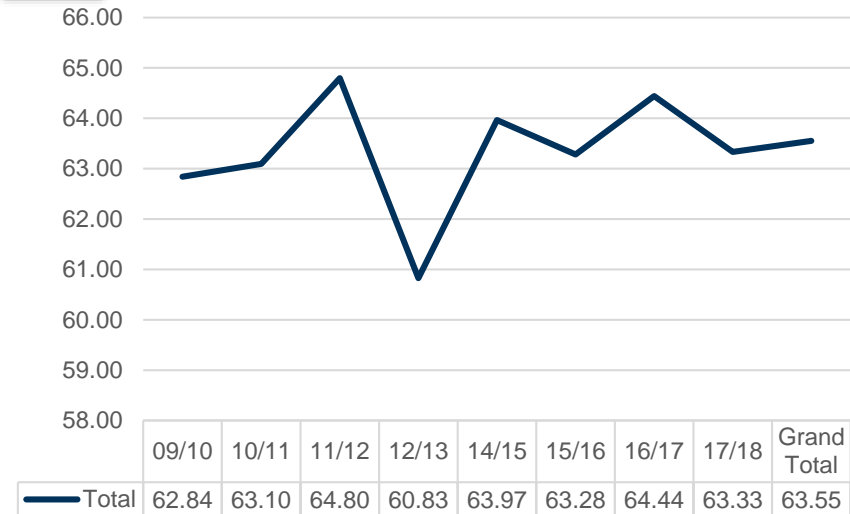
3.11

Headcount of employees aged 60+ by contract type



3.12

Average age of retirees by year



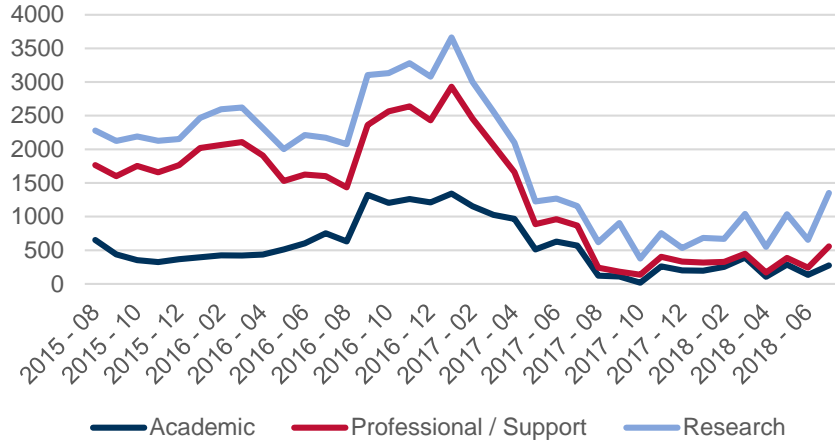
- As outlined earlier in the report, Brunel has an ageing workforce with more academics choosing to retire later in life. This trend is consistent with the HE sector.
- The dip in 12/13 was caused by changes to the pension legislation since then the age of retirees has returned to previous levels.

4. Talent Acquisition

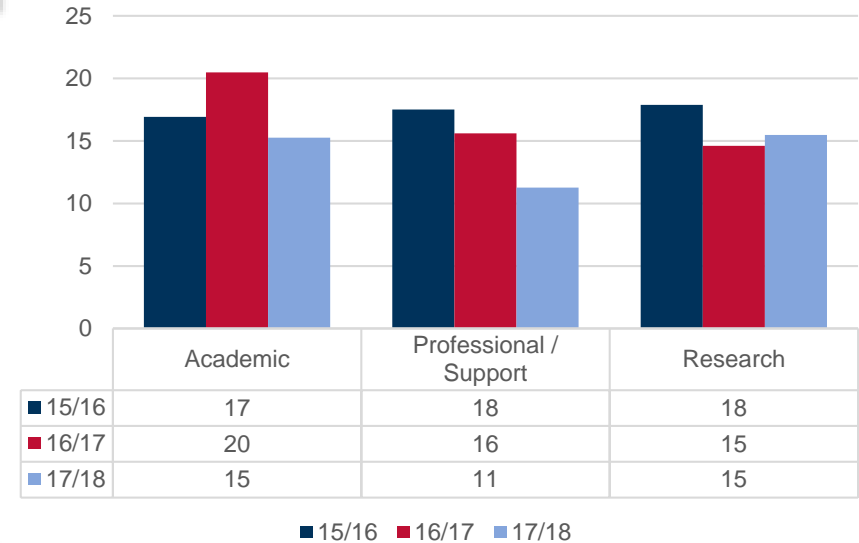
4 Talent Acquisition

Recruitment - Applicants

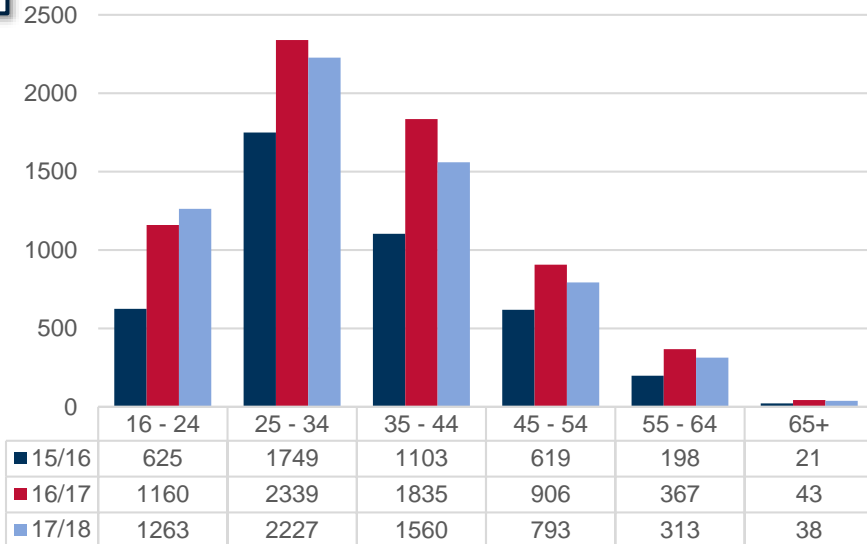
4.1 Applicants by month



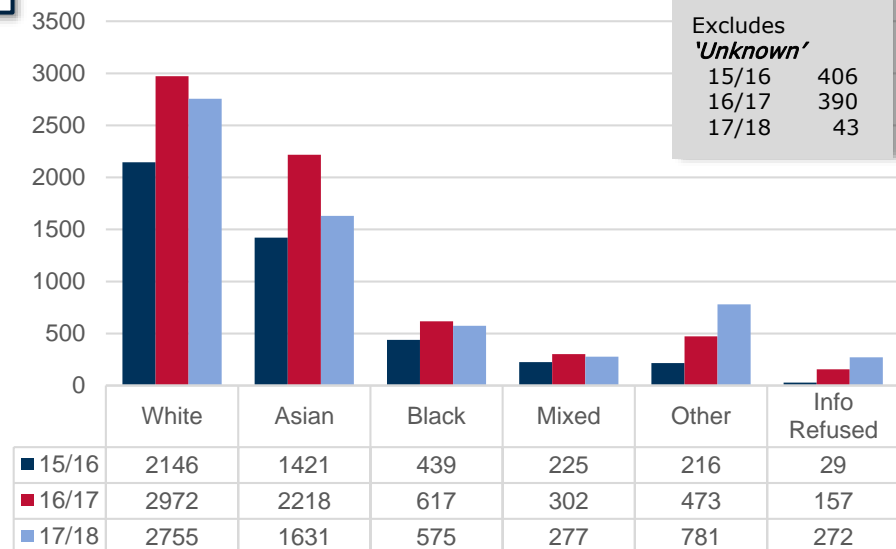
4.2 Average applicants per vacancy



4.3 Applicant age brackets



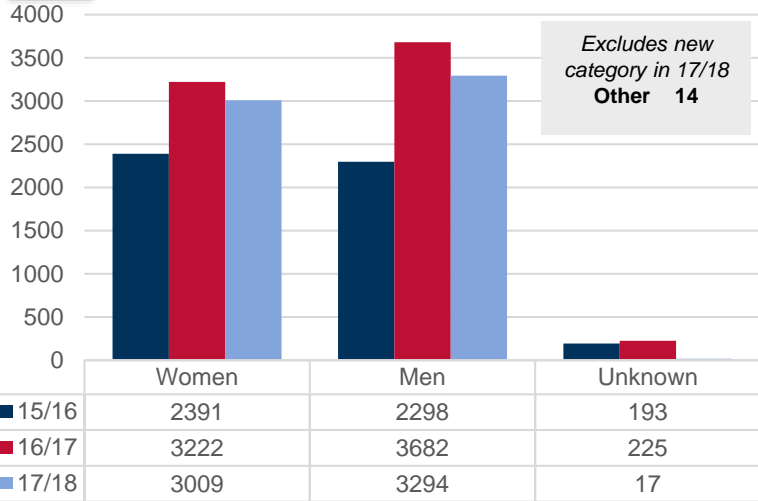
4.4 Applicants by ethnicity



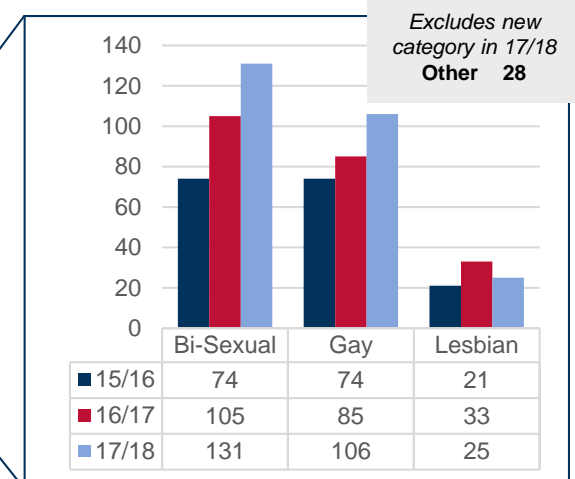
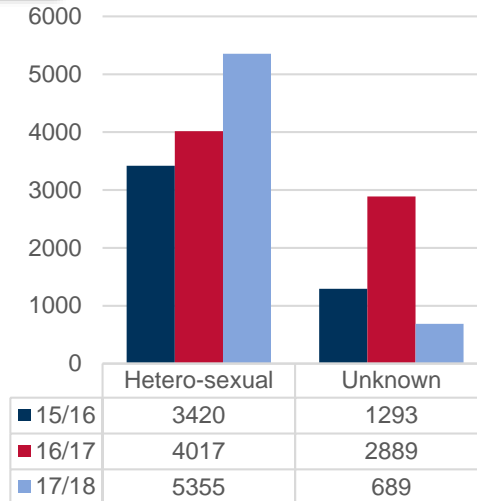
4 Talent Acquisition

Recruitment - Applicants

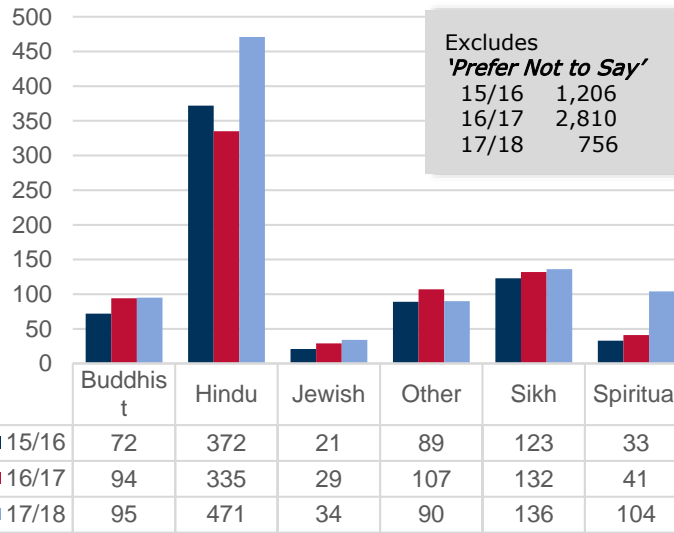
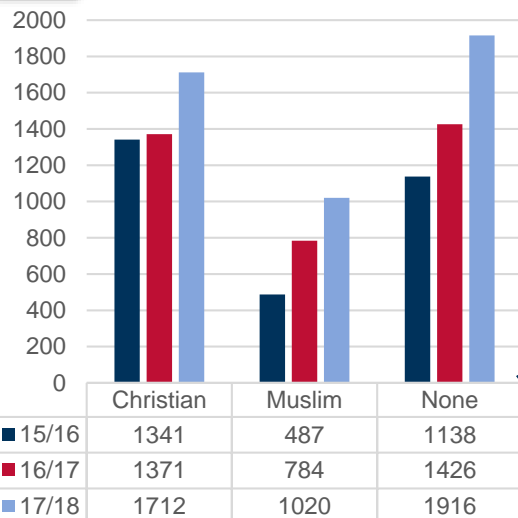
4.5 Applicants by gender



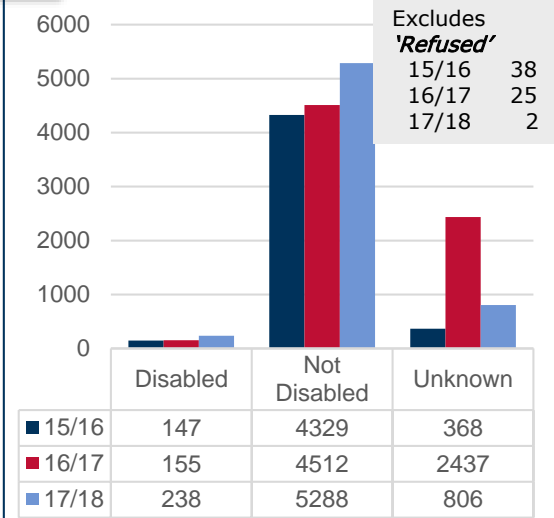
4.6 Applicants by sexual orientation



4.7 Applicants by Religion / Belief



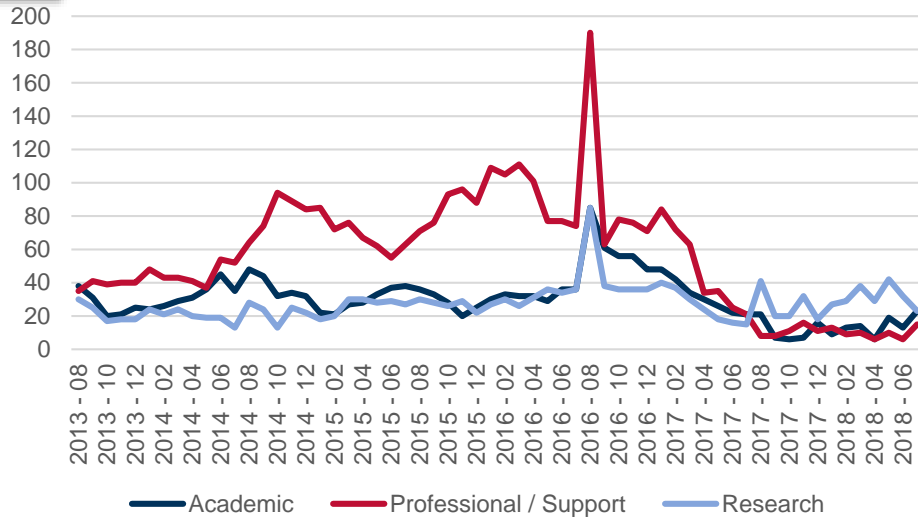
4.8 Applicants by disability



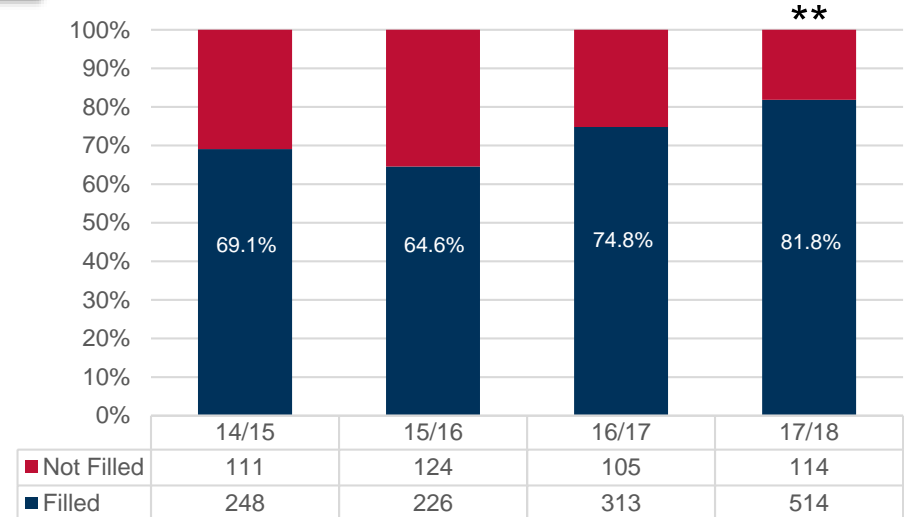
4 Talent Acquisition

Recruitment - Vacancies

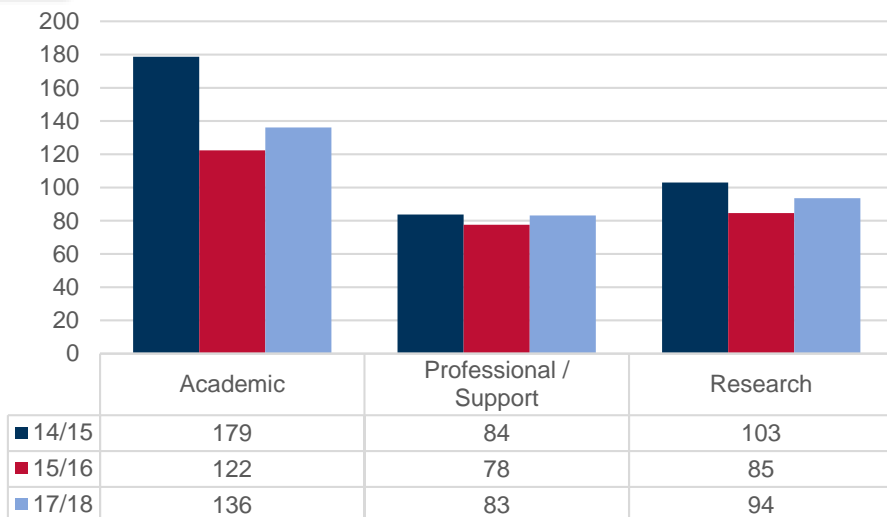
4.9 Vacancies by month



4.10 % of vacancies filled



4.11 Average days taken to recruit



**** For 17/18 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 - Comments

- 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.
- There were higher numbers of young people (16-24) who applied to work for Brunel, but lower numbers this year in all the other age categories.
- Further work is being undertaken to improve recruitment branding, the candidate experience and widening the applicant pools for under-represented groups.

Question:

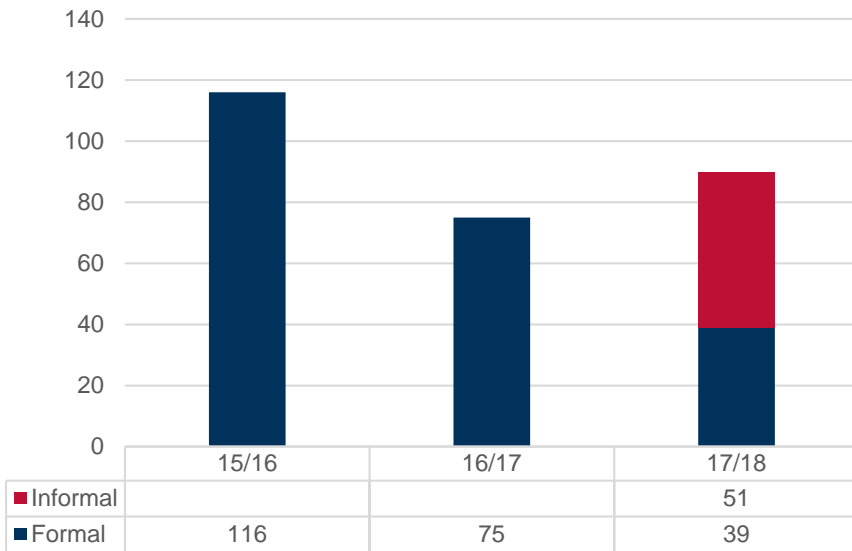
How do we build on this and ensure genuine inclusivity in the hiring process?



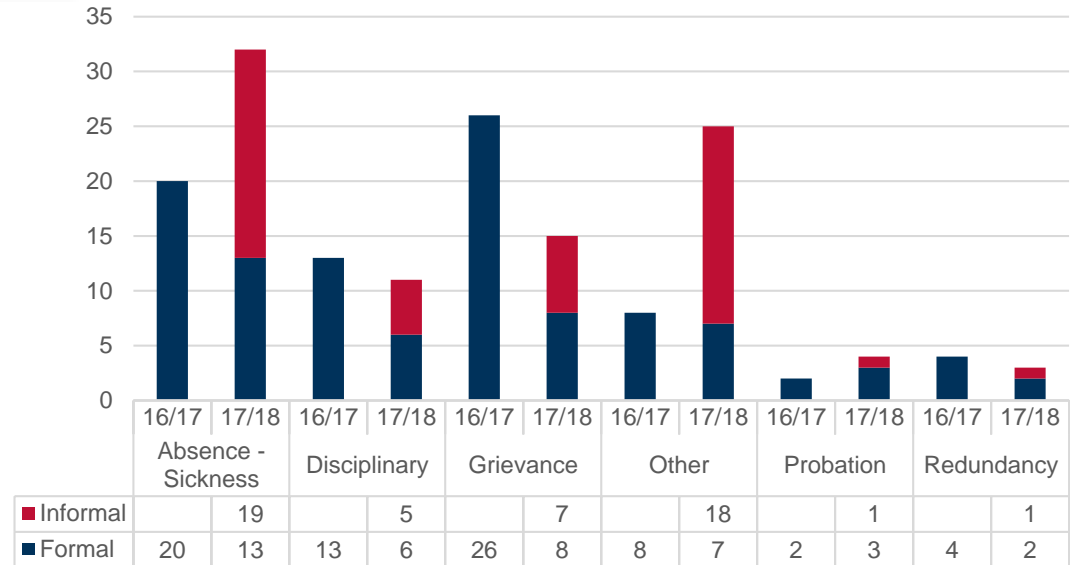
5. Employee Relations & Engagement

5 Employee Relations & Engagement

5.3 Number of cases being managed by year



5.4 Number of Cases by type (Formal and informal)



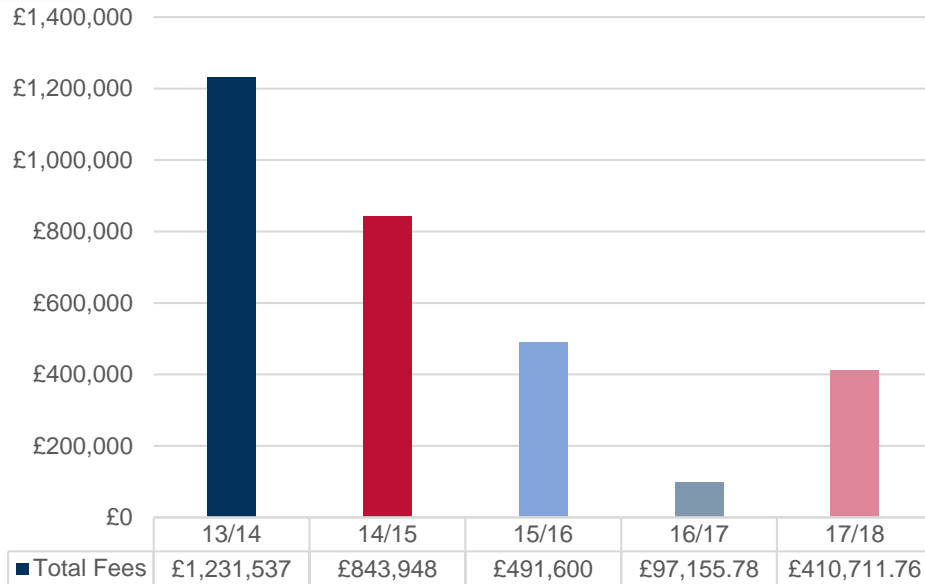
Note: Informal casework has only started to be recorded separately from 2017

- 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

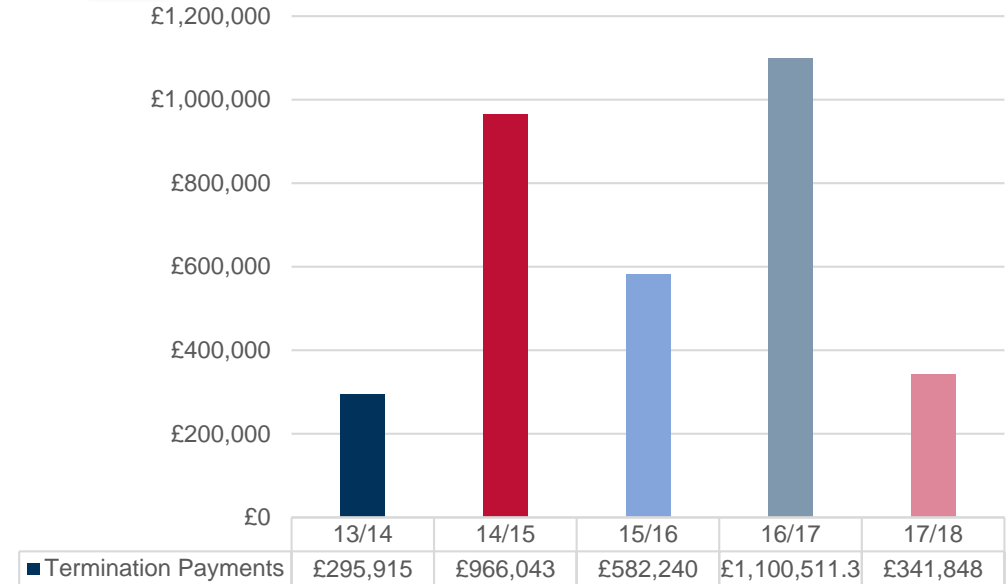
5 Employee Relations & Engagement

Legal Fees / Other Costs

5.5 Legal fees & Tribunal costs



5.6 Settlement Agreements and Redundancy Payments



Fol requests: Total - 259 (c.f. 257 in 2017) HR related – 47 (c.f. 27 in 2017)

- The increase in 17/18 expenditure stems from a few complex cases and as a result of greater focus on performance management

5 Employee Relations & Engagement

Trade Union Facility Time

5.7 Trade Union Facility Time 01/04/2017 – 31/03/2018

Number of employees who were relevant union officials during the relevant period	Full-Time equivalent employee number
17	15.55

Percentage of time	Number of employees
0%	7
1-50%	10
51-99%	0
100%	0

Cost of facility Time	Costs
Provide the total cost of facility time	£41,000
Provide the total pay bill	£111.1M
Provide the percentage of the total pay bill spent on facility time	0.04%

Time spent on paid trade union activities as a percentage of total paid facility time hours	90%
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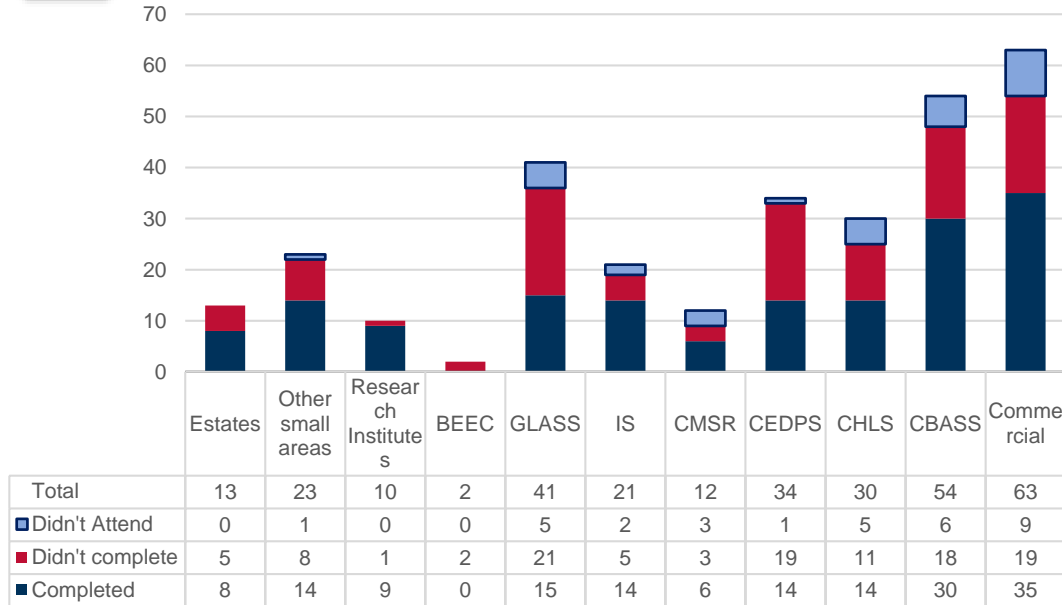
It is a statutory requirement to report time spent by trade union officials on union duties or “facility time”.

6. Employee Wellbeing

6 Employee Wellbeing

OH / Counselling

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



Top 5 reasons for referral

Reason for referral	Number of referrals
Stress, depression, mental health and Anxiety	49
Other musculoskeletal	26
Back or neck problem	25
Other	14
Stomach/liver/kidney/digestion	11

The demand for occupational health assessments and guidance remain high.

6.2 Counselling usage by employees

Note: New EAP portal launched in Sept 17

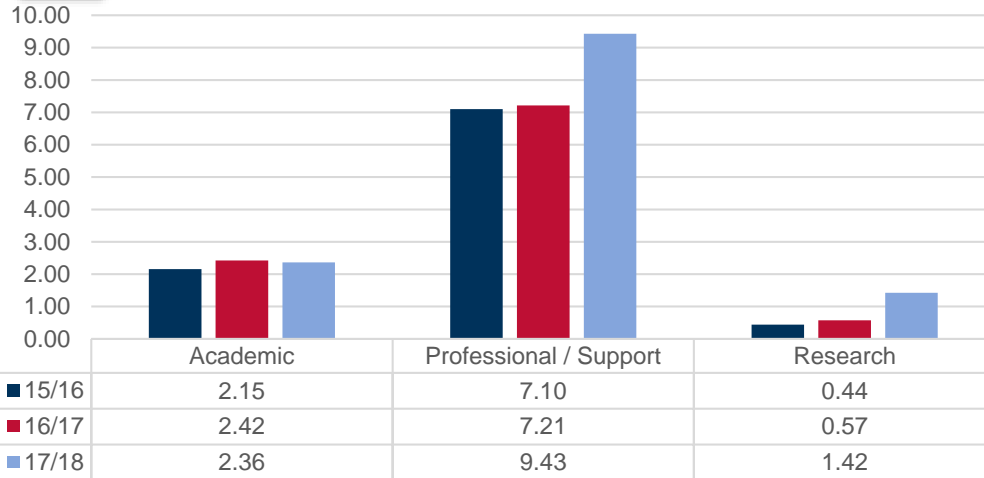
Counselling / EAP usage	16/17	17/18
Total contacts	174	57
% Men	32	23
% Women	68	77

2017/18 Reasons	% reason
Home	
Bereavement	5.26%
Family	10.53%
Health - Emotional	31.58%
Relationship	26.32%
Work	
Changes at work	5.26%
Health - Emotional	10.53%
Performance - General	5.26%
Work Control	5.26%

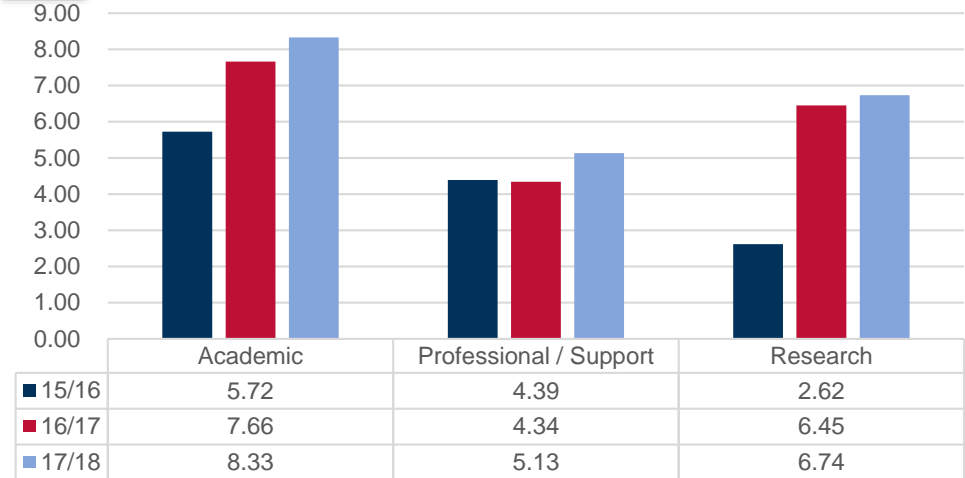
6 Employee Wellbeing

Sickness Absence

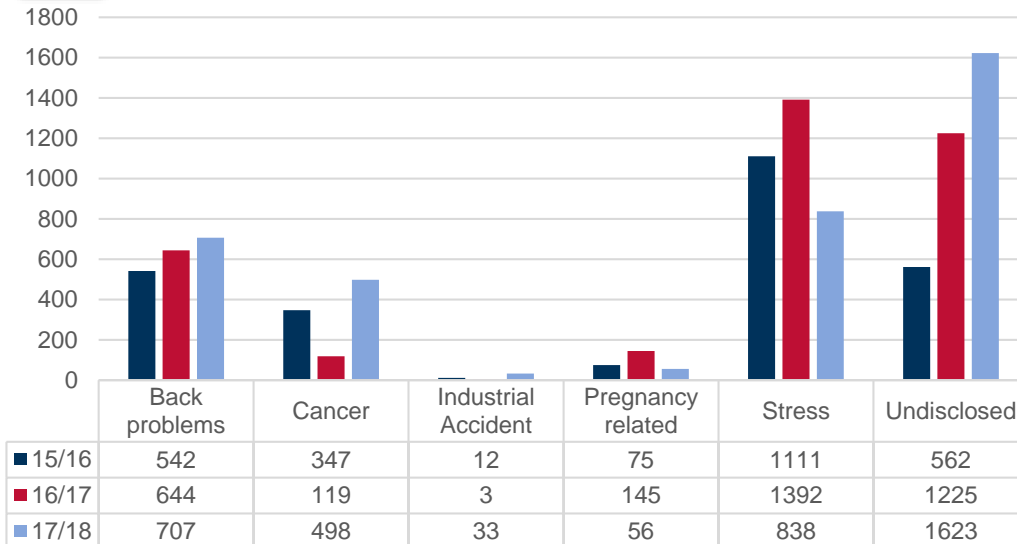
6.3 Average working days lost per employee



6.4 Average Working days per Absence



6.5 Working days lost by reason



Benchmark data

	HE sector	Brunel
Mean Working days lost per employee	6	6.19
Mean working days lost per absence	5.4	5.44
Top 3 absences (%)	Mental health (24.0%) Cough/Cold/Flu (12.9%) Musculoskeletal (11.5%)	Convalescence (15.66%) Joints/muscular (15.37%) Undisclosed* (14.92%)

* HE sector: Unknown (4%)

6 Employee Wellbeing – Sickness Absence

- By comparison with the latest annual sickness report provided by UCEA, Brunel had lower rates of sickness in all benchmarks in the survey compared to the national average, but higher than the pre-92 group of HEI's with 2000 employees or less
- 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



7 Equality, Diversity and Inclusivity Activity

Equality and Diversity Events

October 3rd 2017 – Later Lives event (UN International Day of Older Persons)

This event was open to members of the community as well as Brunel employees. We were joined by guest speaker Alan Prest from the University of the Third Age, who gave his talk 'An alternative to work! Live, Laugh and Learn'. There was also the chance to see the design and research exhibition showcasing the fantastic work of Brunel Aging Research employees and students.

October 5th 2017 - Joint Black History Month and International Men's Day

This lunchtime event looked at mental health problems in conjunction with Thrive LDN and Black Thrive LDN. Speakers included Peter Eldrid from Counselling and Patrick Vernon OBE Director of Black Thrive. The launch of Thrive LDN began an open conversation with Londoners to encourage everyone to think more, talk more and act more when it comes to mental well-being.

November 20th 2017 –Disability History Month

As part of a review of our workplace adjustment process and building our Disability Confident Accreditation, the Business Disability Forum (BDF) were commissioned to survey the experiences of disabled employees and their managers. Employees were asked to comment on their experiences of requesting a workplace adjustment and how the University supports employees who have a disability; what works, what doesn't, and what could be improved. Line managers who manage an employee who has a disability were also invited to attend. An on-line survey was also available.

March 1st 2018 – Carers' Conference

As part of the on-going support for Carers at Brunel, the Equality and Diversity and Widening Participation teams held a lunchtime event to inspire positive change for Carers and help understand the challenges. Speakers who face these challenges as well as those who support carers, included Professor Tom Betteridge and Hillingdon Young Carers, with a question and answer session at the end. The event was also used to launch the new Flexible Working Policy.

March 8th 2018 – Childcare voucher information session

As the current Childcare voucher scheme is closing the Equality Team hosted an Information Session by Sodexo, the current Childcare Voucher provider, to explain the changes and answer any queries.

April 5th 2018 – Long Service Awards

This year 13 employees and their guests attended a celebration lunch to commemorate 25 years and over of service to Brunel. Recipients were asked to forward any photographs or stories which were put on display.

7 Equality, Diversity and Inclusivity Activity - Staff Network Groups

Staff Network Groups

LGBT

This hasn't met officially but on July 6th the team met with Esme Duggleby from Stonewall to discuss Brunel applying for the Workplace Equality Index. Feedback is imminent and a new facilitator has been found. The group will re-launch this month with a LGBT History month event planned for February 2018.

Women's Group

This met three times during the year and they have been active in HR policy consultations in relation to flexible working and maternity/paternity leave. They are also keen for the University to reduce the gender pay gap.

Ethnic Minorities Group

This group met once before the untimely death of one of the facilitators. The Group relaunched in autumn 2018.

Access and Disability

This Group get involved in HR policy consultations including flexible working and is the lead for the University's Disability History Month workshops.

Harassment and Bullying

The Group did not meet during this calendar year however attendance had been low.

Carers' Group

This Group met once this year and contributed to the Carers Conference in March, as well as the HR policy consultation on the flexible working policy with paid carers leave.



Definitions and background information

Definitions

Benchmark Categories:

Employee Numbers Headcount :

Excluding figure 1.4b within this analysis employees are categorised by condition of service as follows:

Headcount vs FPE vs FTE:

Headcount: number of employees

FPE: number of employees in a specific category (e.g. if doing two jobs the person is 50% in each regardless of if they are part-time or not)

FTE: hours per week / fulltime hours (usually 35hrs)

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

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

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

Daily absence cost –

CIPD average cost per employee per year (whole Inst): £835

Average absence rate: 2.8%

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

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)