Human Resources
and
Equality & Diversity

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

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

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.

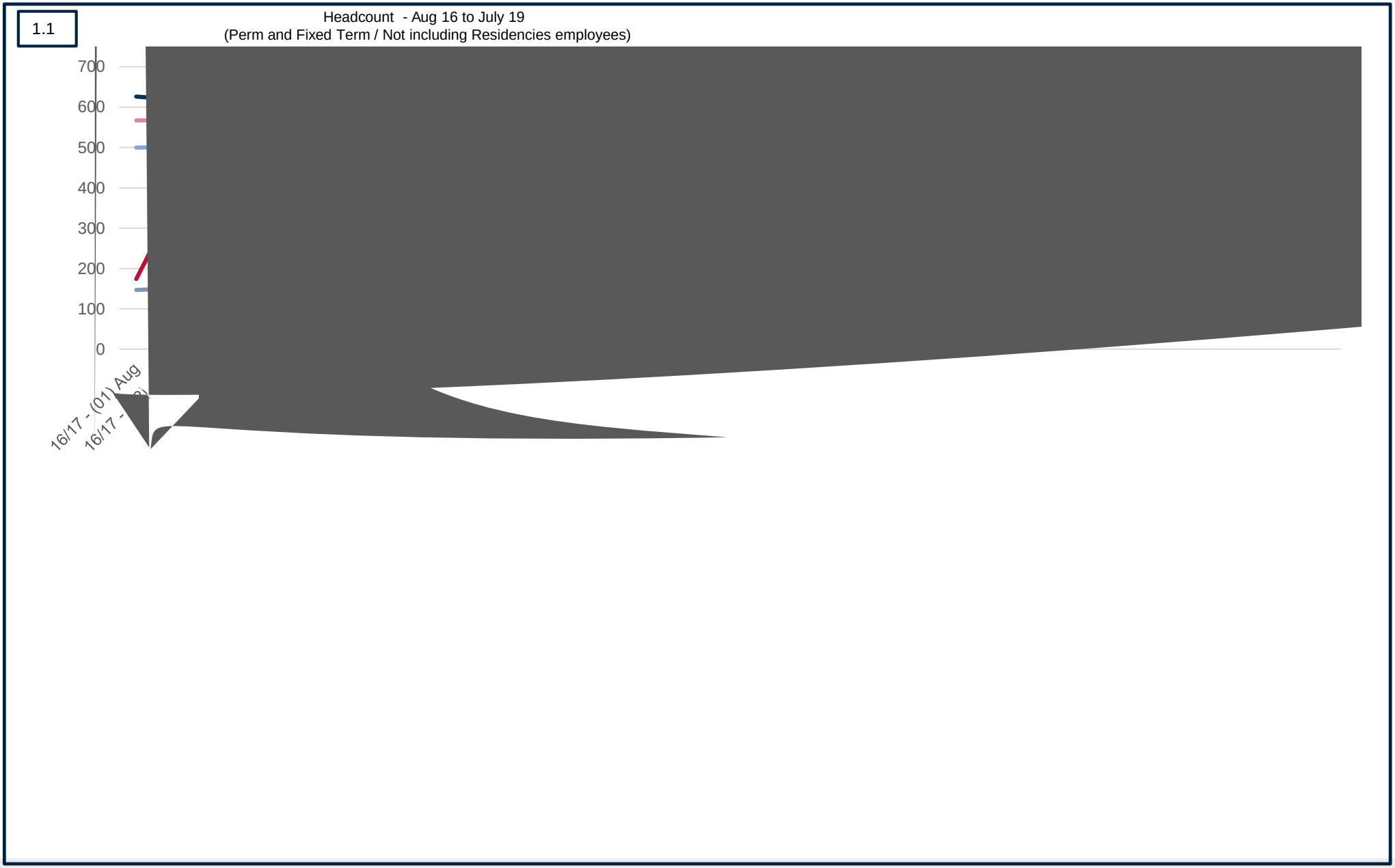
Data used in this report were sourced from Brunel's ERP System, Unit4 Business World, referred to internally as the CHIME system.

Where possible, Brunel's performance has been benc7 7 3 Tm 0 Tc 0.0(per)7 (s05)Tj E104 Tw 2.44 0 agheins0 (ec)4 (e)]TJ -0.0

1. Employee Composition

1. Employee Composition - Headcount

1.1

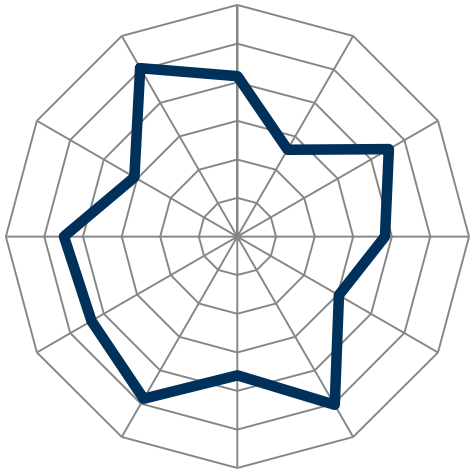


1. Employee Composition - Headcount

1. Employee Composition – Brunel vs. Comparator Group

1.4a

1.4b

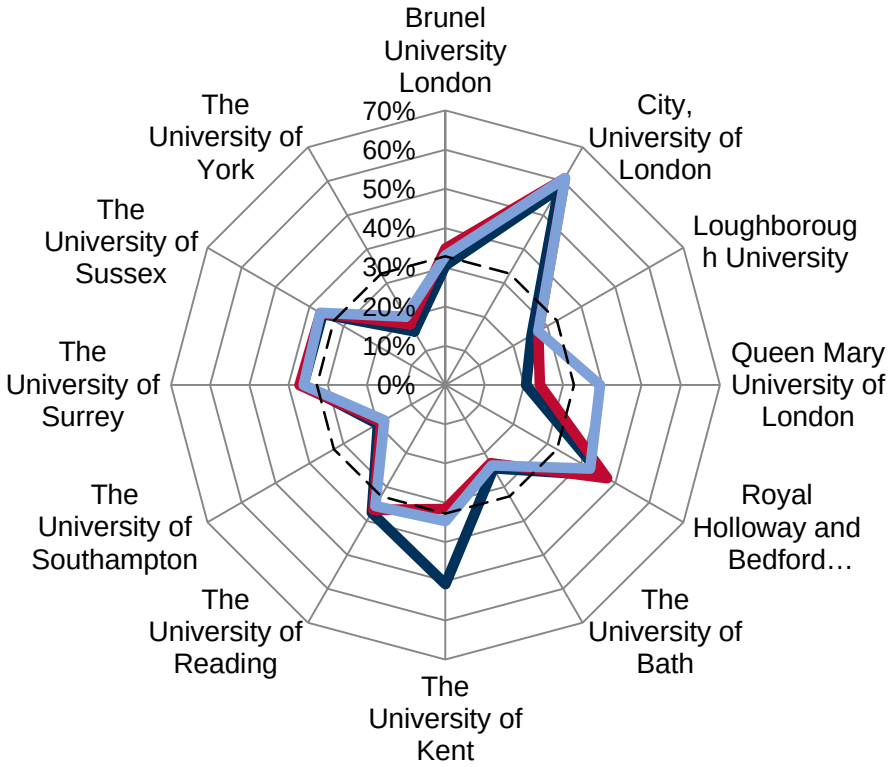


Data Source: HESA

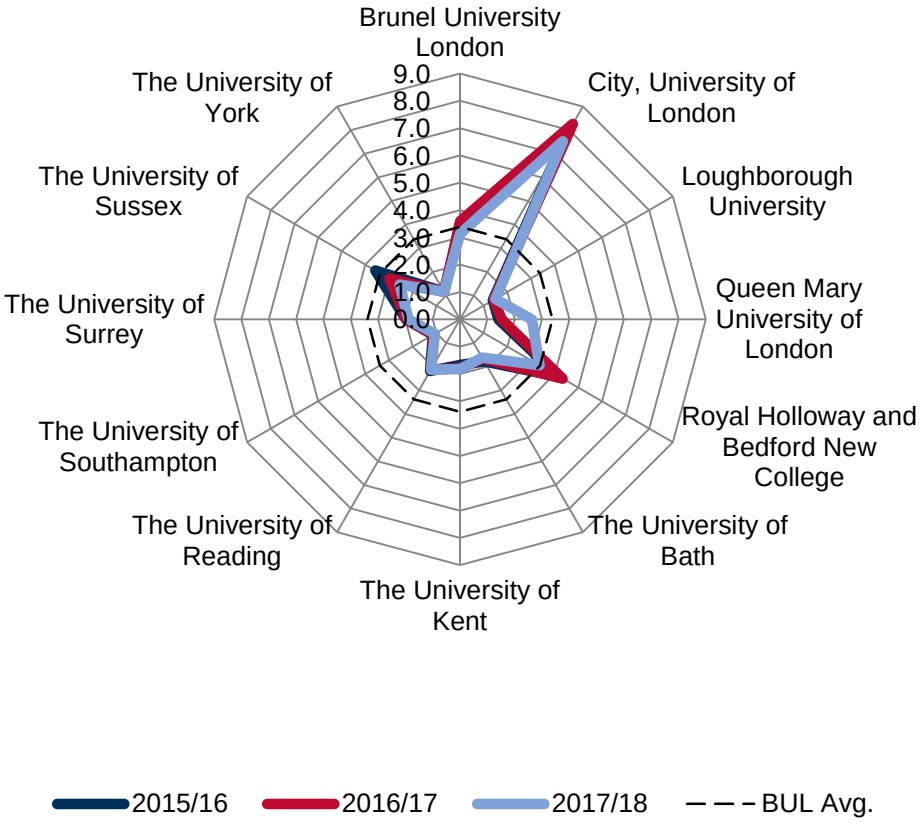
Definitions

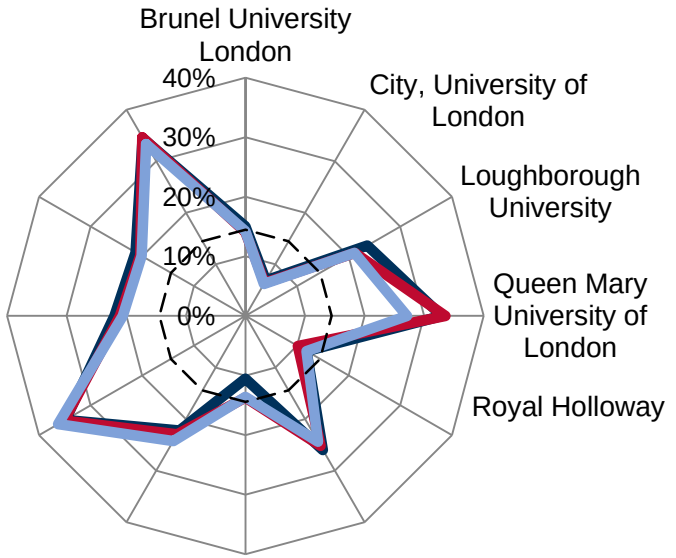
“Non Academic Staff” are defined as employees without an academic job function and includes all professional and support employees.

“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.


Brunel University London
City, University of London
Loughborough University
Queen Mary University of London
Royal Holloway and Bedford…
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
70%
60%
50%
40%
30%
20%
10%
0%

Teaching only - Ratio of FPE : FTE

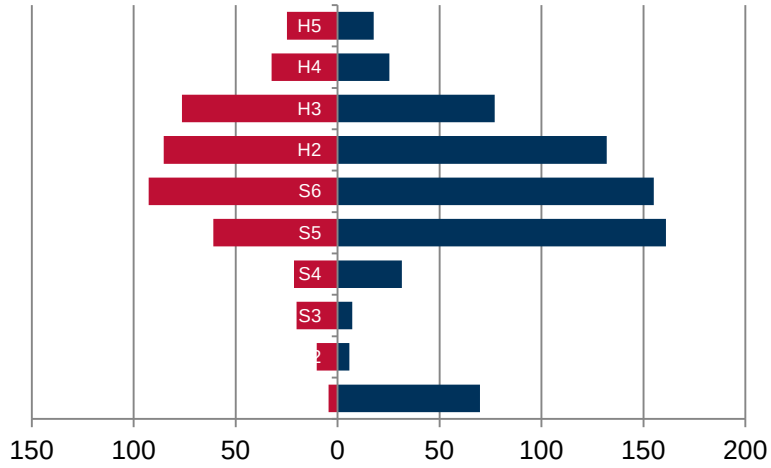




1. Employee Composition – Protected Characteristics

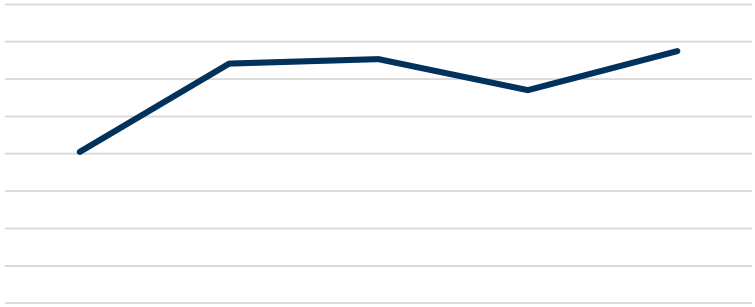
1.5

1. Employee Composition - Grade v Gender



1. Employee Composition - Turnover

1.15 Turnover (Total & Voluntary) (all employees)

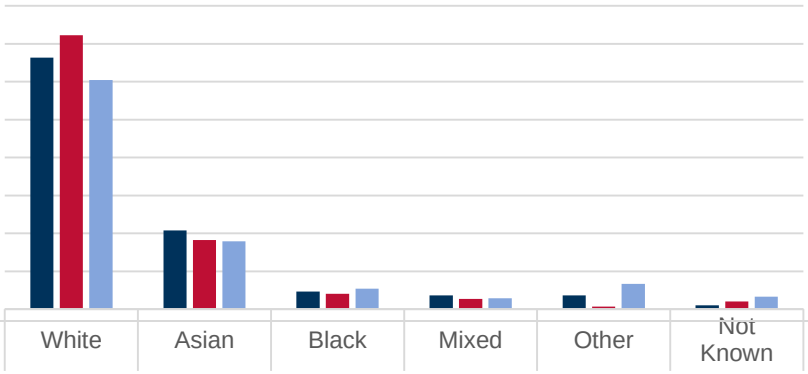


	14/15	15/16	16/17	17/18	18/19
% Total Turnover	10.1%	14.8%	15.1%	13.4%	15.5%
% Voluntary Turnover	5.4%	8.4%	9.1%	9.7%	8.2%

1.16 Voluntary Turnover by College / Directorate

1.17 Reason For Leaving (all employees)

1.18 Ethnicity of Leavers (Perm & Fixed term)



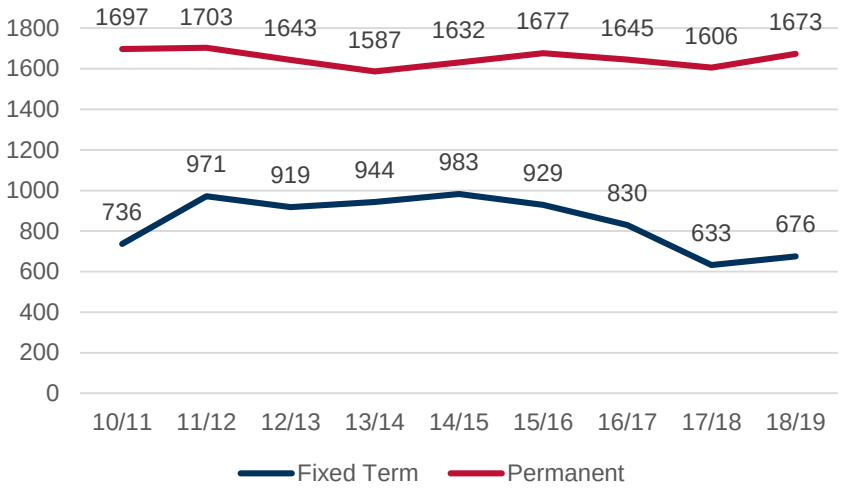
1.19 Disability of Leavers (Perm & Fixed term)

1.20 Age of Leavers (Perm & Fixed term)

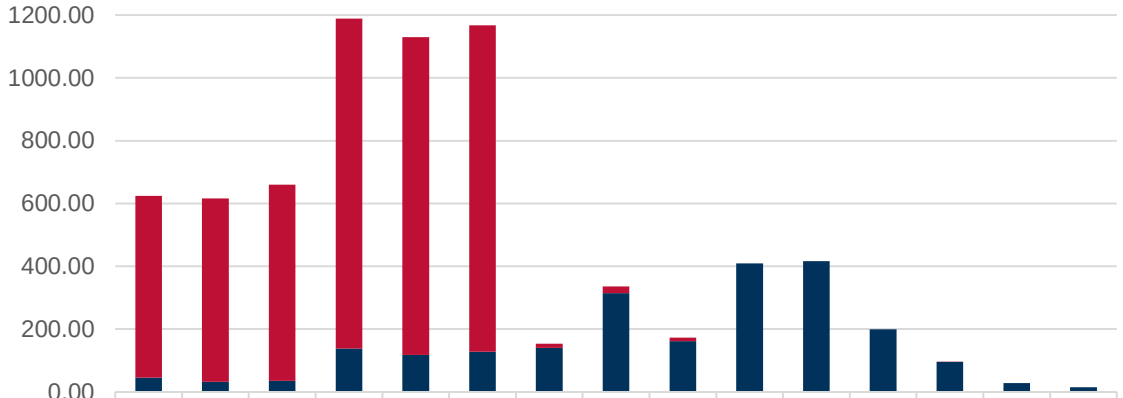
1.21 Gender of Leavers by Job type (Perm & Fixed term)

1. Employee Composition – Contract Type

1.22 Contract Type by year (Average headcount)

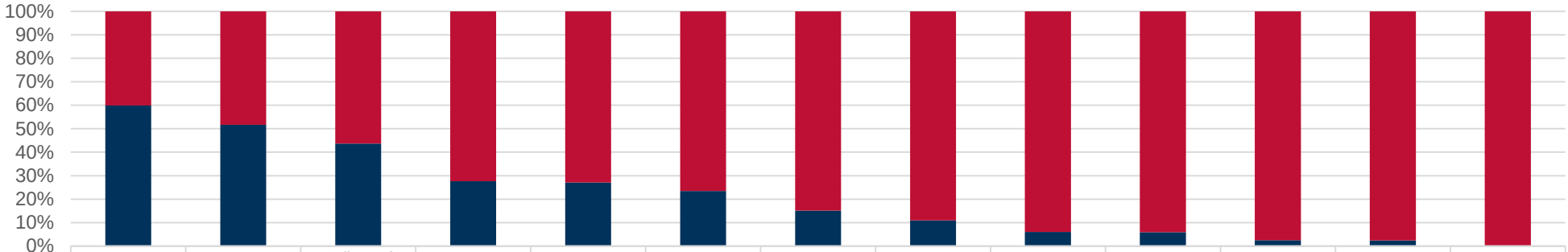


1.23 Contract Type by Job Type (Average headcount)



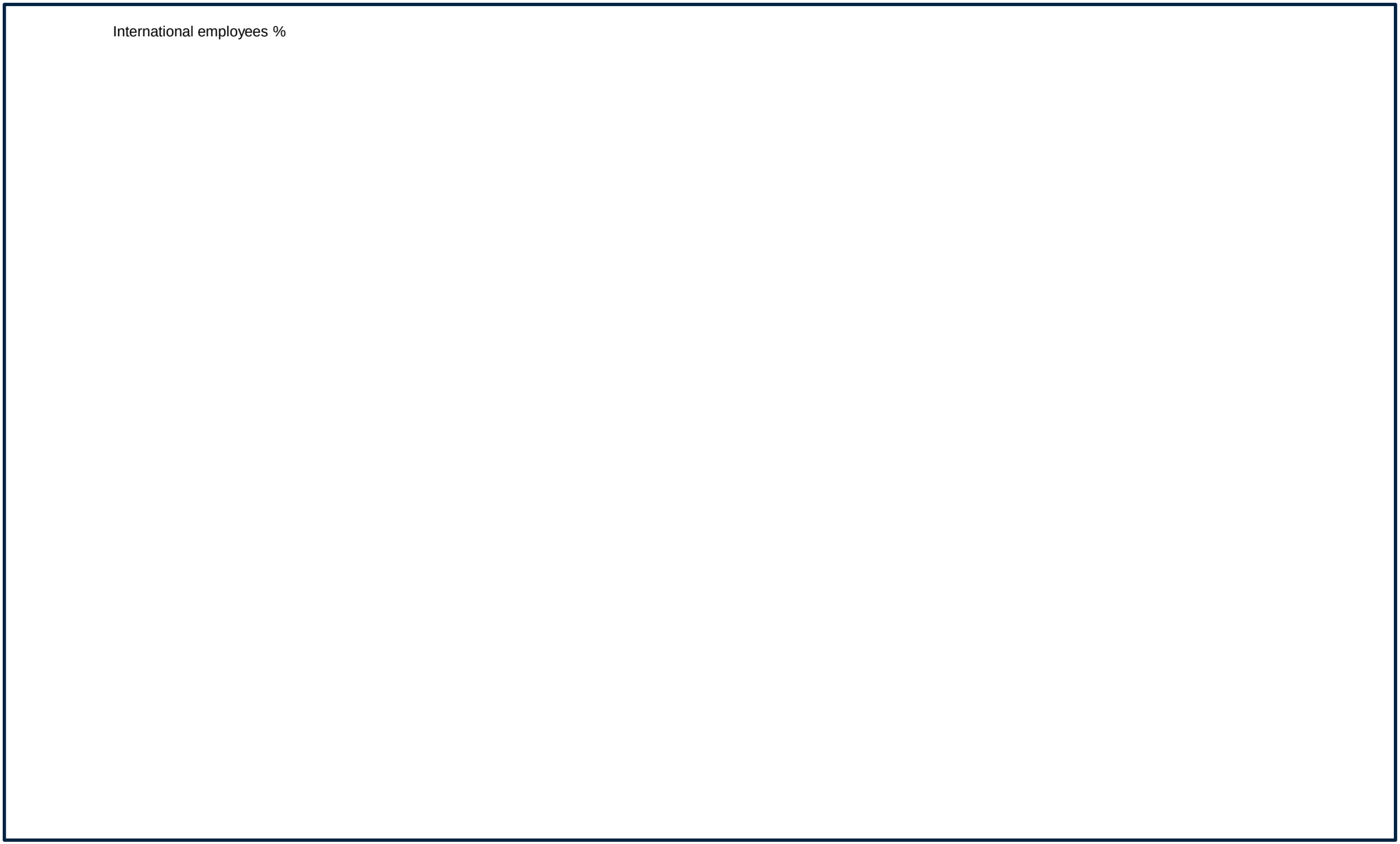
	Academic - 16/17	Academic - 17/18	Academic - 18/19	Professional / Support - 16/17	Professional / Support - 17/18	Professional / Support - 18/19	Research - 16/17	Research - 17/18	Research - 18/19	Academic Hourly Paid - 16/17	Academic Hourly Paid - 17/18	Academic Hourly Paid - 18/19	Casual - 16/17	Casual - 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	2	280	30	348	229	116	49	262	137	207	40	2
Fixed Term	42	3	216	12	129	71	21	6	17	9	5	1	0

1. Employee Composition - International & UKVI



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.

2. Reward, Recognition and Pay

2. Reward, Recognition and Pay - Gender Pay Gap

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 3 -146e1T9ean4B69525(70%)]TJ EMC /P <</MCID 129 >>9DC		0 g (i1 0 0 1t92q734>B <</MCID 98 >>BDC 0 g /TT2 1 Tf 12.047 0 Td [(4.)p%)]TJd[(44.0r9 (15 c		

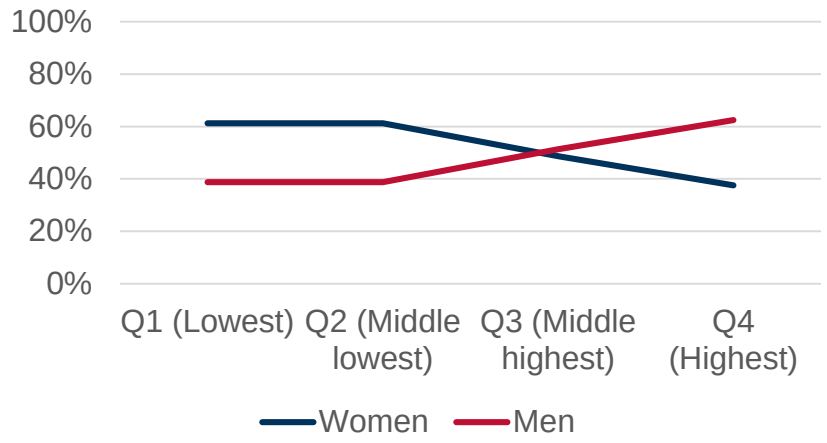
2. Reward, Recognition and Pay - Ethnicity Pay Gap

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%

All employees - classified as Full Pay relevant employees. Exclusions –

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

2.4



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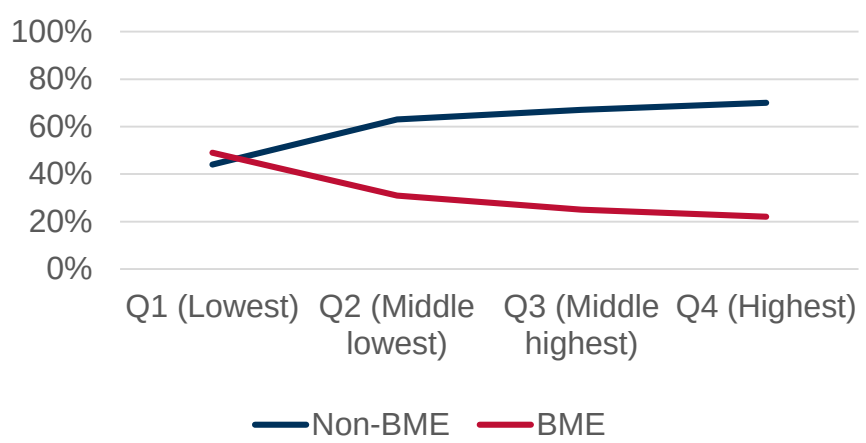
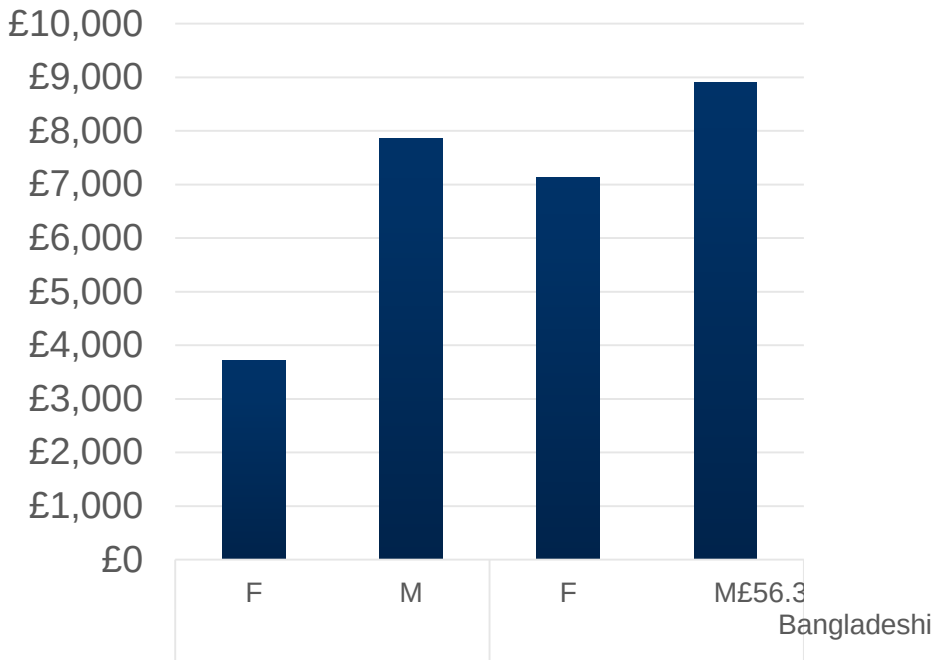


2. Reward, Recognition and Pay - Bonus Pay Gap

2.6



2.6.1

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

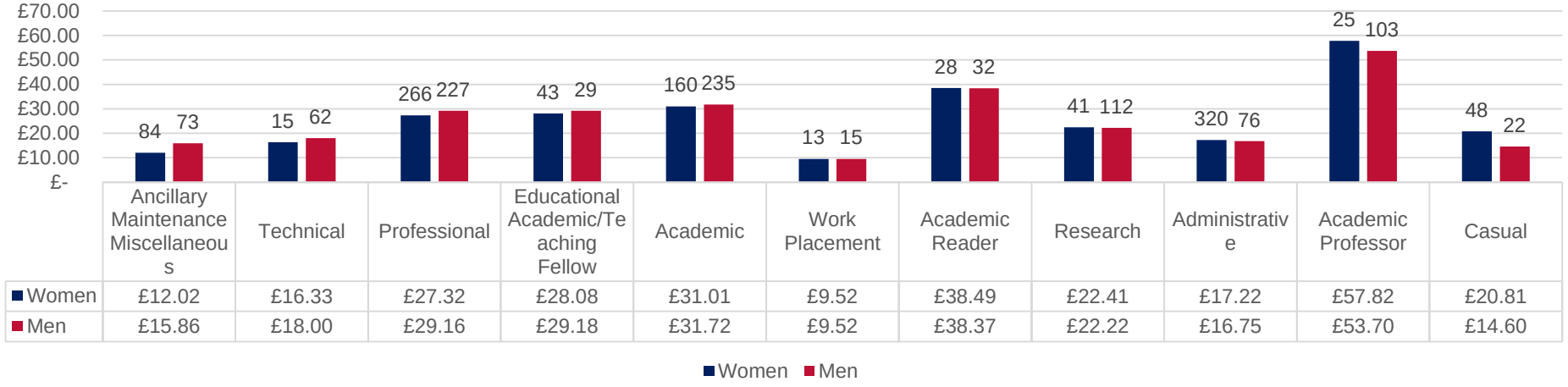
Bonus Payments include honoraria and performance related payments. These were given between March 2018 and March 2019.

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

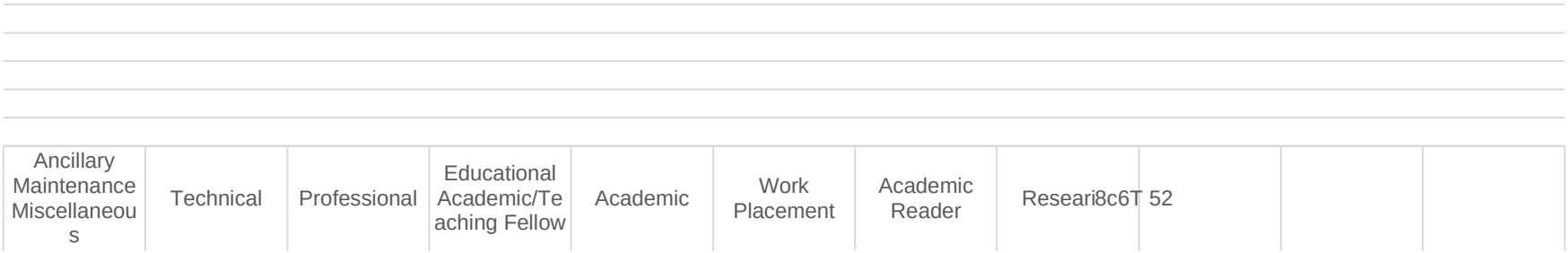
2.7

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



2. Reward, Recognition and Pay - Mean Hourly P

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%

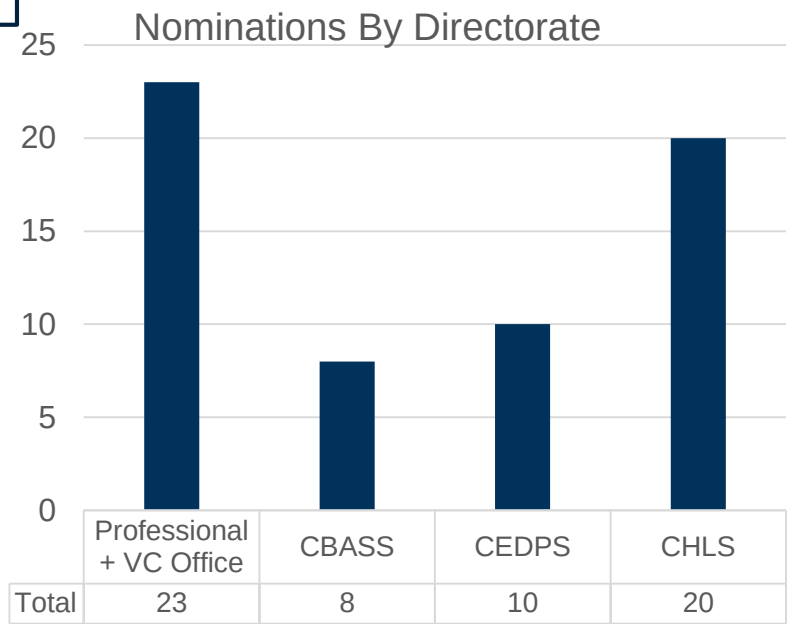
Equal Pay Analysis

- 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.

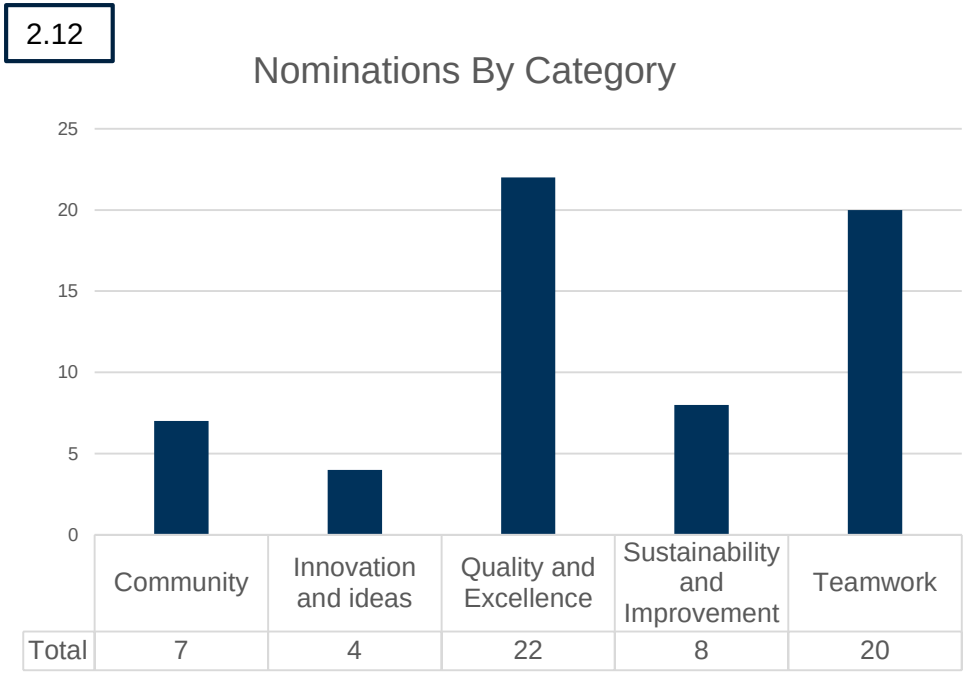
All data from March 2019 payslip (includes all employees) Excludes those who are not on relevant full pay on the snapshot date of 31st March 2019. Bonus Data from March 2018-19 includes Honorariums and Performance Related Payments and RIS.

2. Reward, Recognition and Pay - Awards for Excellence

2.11



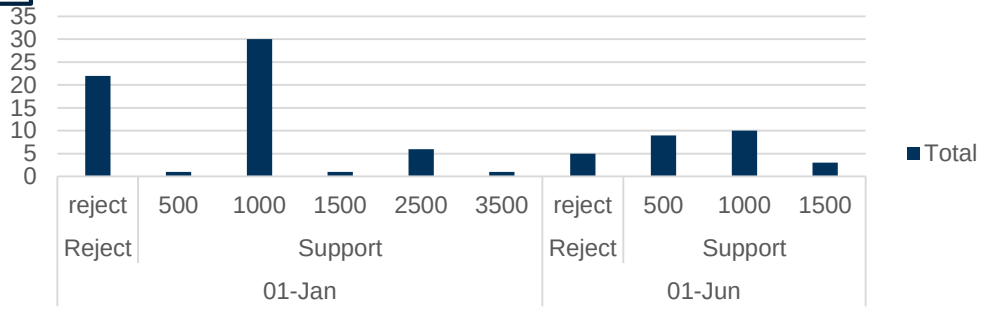
2.12



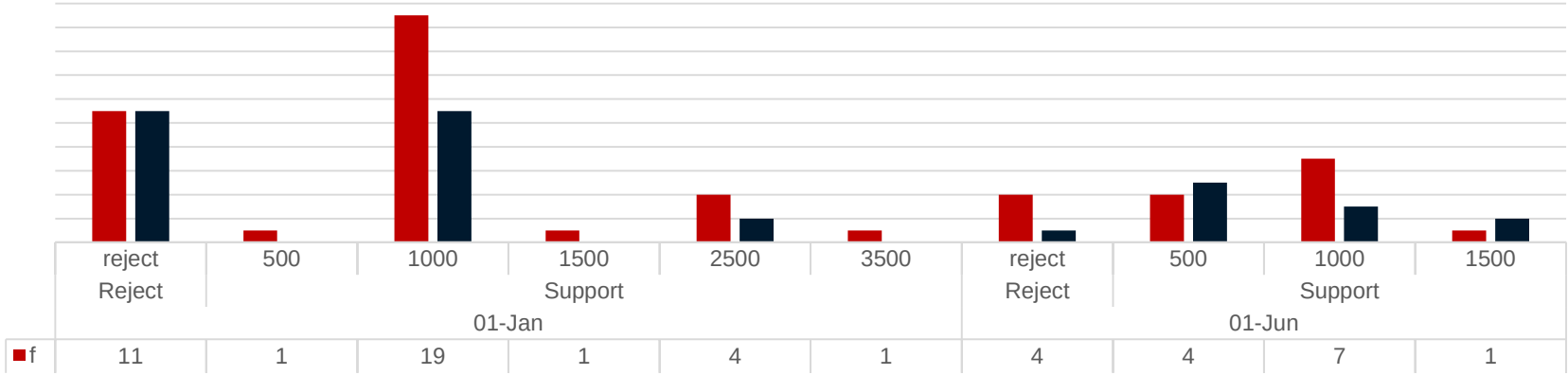
- The highest number of nominations was received for employees in Professional roles
- Most nominations were made for Quality and Excellence or Teamwork

2. Reward, Recognition and Pay - Awards for Excellence

2.13



2.14



2. Reward, Recognition and Pay - Recognition and Appreciation

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

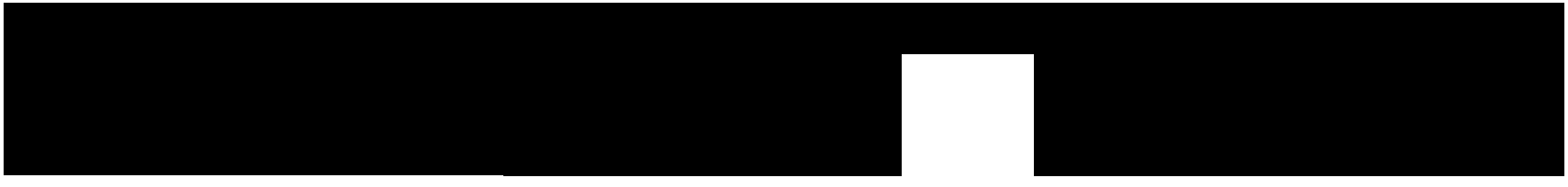
There were 99 individual attendances recorded by 87 Staff Members attending one or more Academic Promotions workshops. 11 Staff attended two workshops and one staff member attended three. (This figure includes the attendance of three HR Business Partners who were not eligible for application).

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



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 - PDR

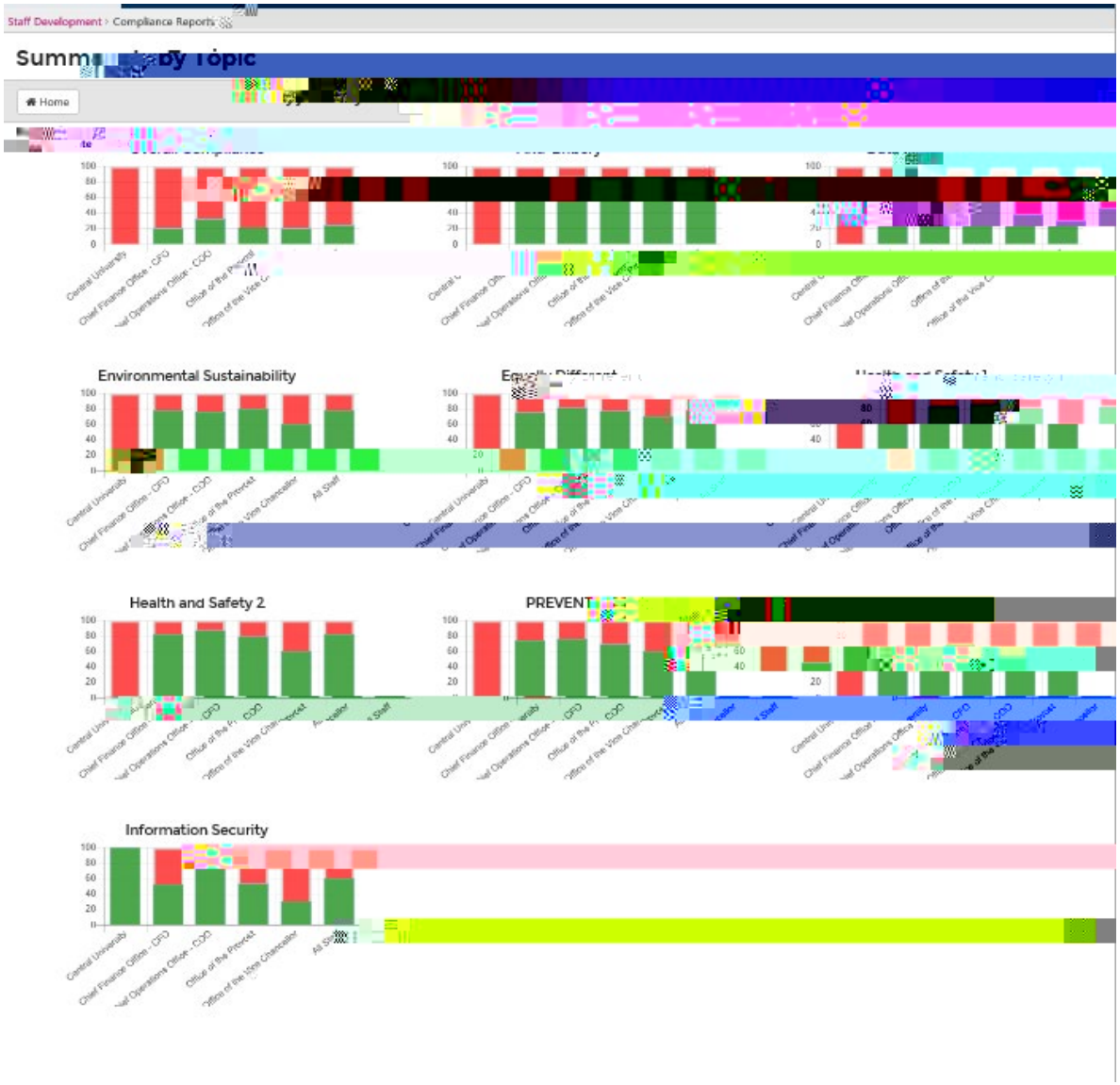
3. Talent/Career Development – Training

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.

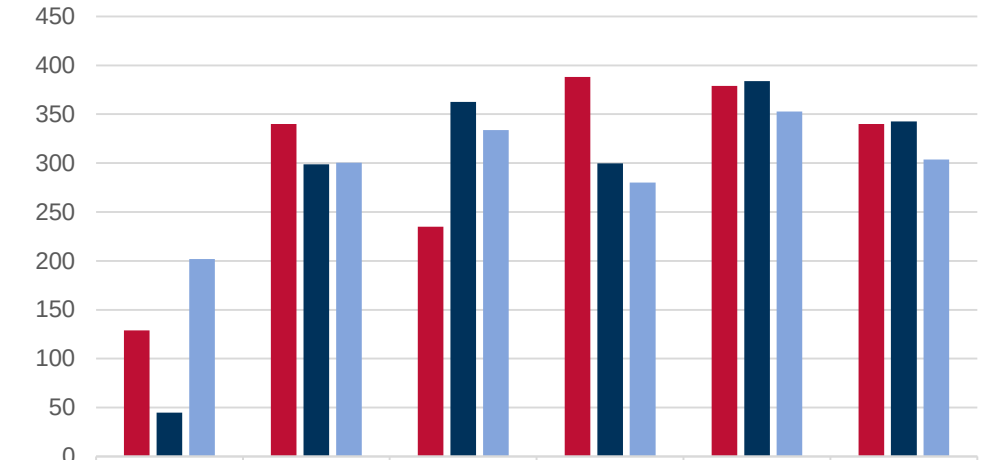
Compliance Training Completion

Compliance Training Completion by Topic



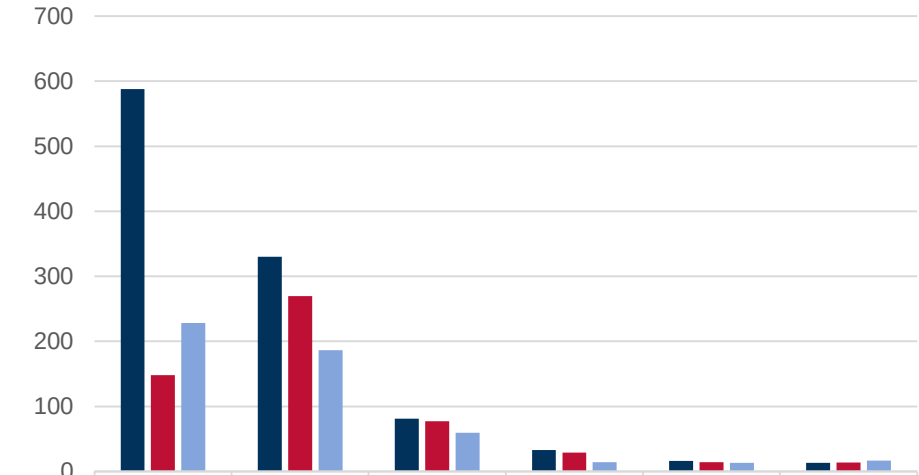
3. Talent/Career Development – Length of Service

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

3.12 Average age of retirees by year

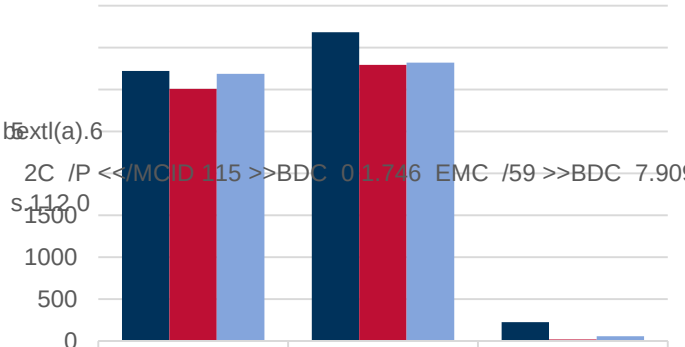
As outlined earlier in the report, Brunel has an ageing workforce with more academics choosing to retire later in life.

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.

4. Talent Acquisition

4. Talent Acquisition – Recruitment Applicants

4.5 Applicants by gender



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

Applicants by sexual orientation

4.7 Applicants by Religion / Belief

Applicants by disability

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 tha3T-0.6 (nd).1 (h)-0.6 (a3T-0 (a3T-(r))-5.2)-0.6 (r)5.e.1 .3 (.)3 (h)-0.6 7angwndW8 (ho)-0.6 (w)11.2 (i)-1. (y

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%

Engagement Benchmarking

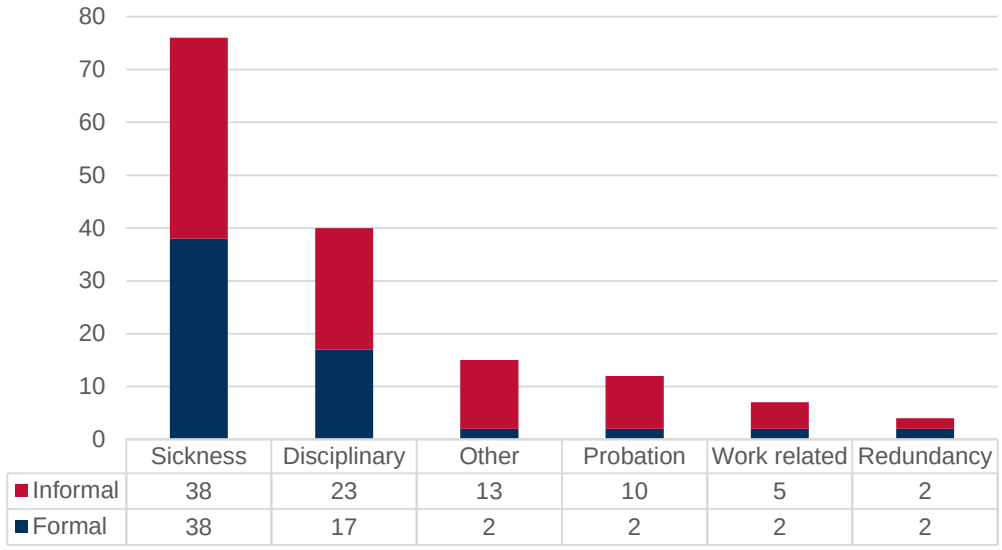
Employer of choice scores are based on responses to the statement that the organisation is a good place to work.

Most Positive Employee Perceptions

Least Positive Employee Perceptions

5. Employee Relations and Engagement - Casework

5.3 Number of cases being managed by year



	Sickness	Disciplinary	Other	Probation	Work related	Redundancy
Informal	38	23	13	10	5	2
Formal	38	17	2	2	2	2

- 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

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

Legal fees & Tribunal costs

5. Employee Relations and Engagement – Trade Union 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, monitorTw -57.97dt an97dt ()B004 Tw 12 -0 0 faci Tcassi hw2.98(hw2.98(0b724)4 (as)4 (s)4 aeeoo 0 12 26.82aeeoo 0t7 (ov)14 (e

6. Employee Wellbeing – Occupational Health & Counselling

Counselling usage by employees (Care First)

6. Employee Wellbeing – Sickness Absence

Average working days lost per employee

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