

## **2011-12 Employment Report for University of Hertfordshire (incorporating diversity analysis)**

### **Purpose and background**

This report provides information on the staffing structure at the University, information about the staff base and performance on a cross section of staffing matters. It enables The Board, CEG, Recognised Trade Unions and other bodies to understand the current makeup and changes in staffing structures for UH, with a view to identifying proactive intervention where necessary. It also serves to fulfil the analysis requirements outlined in the Equality Act 2010 and the published data will fulfil the reporting requirement. The report is structured as follows:

Part 1 focusses on the size and shape of the University in terms of contractual arrangements and employment arrangements and overall costs.

Part 2 focusses on the diversity of the staff base investigating the differing employment patterns for staff sharing protected characteristics.

Part 3 covers joiners and leavers looking at the impact this has on the diversity of the University staff base.

Each part of the report contains current and UH only analysis to facilitate a true picture of UH performance on key staff related metrics and, where possible, the most current available HE benchmark data and how UH data compares.

Benchmark data has been taken from the Equality Challenge Unit's (ECU) Equality in Higher Education: Statistical Report 2011. This is based on HESA data submitted by HE institutions for the academic year 2009/10. It has also been taken from DLA Piper's Workforce Performance Indicators Scorecard 2011. This is a subscriber benchmarking exercise and reports on data submitted by HE subscriber institutions covering 2010/11.

### **Part 1 – Analysis of organisation structure and employment arrangements as at August 2012**

This section looks at contractual and employment relationships that are in place to cover the work of the University including the use of fixed term and flexible employment arrangements as well as the balance between salaried staff, claims based staff and overtime. It explores the distribution of staff across employment function as well as the hierarchical distribution.

Key observations include:

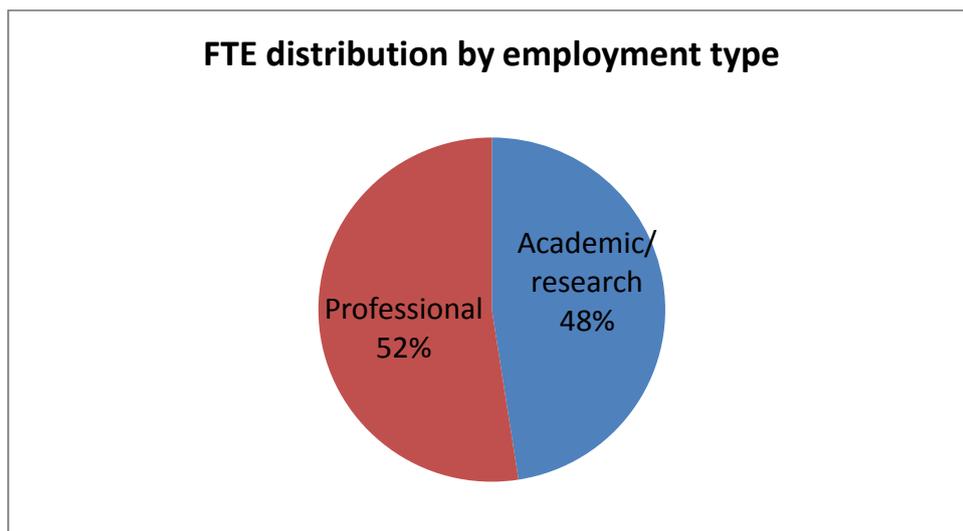
- Overall UH grew 2.5% in FTE from 2011/12 – 2012/13. This growth was split evenly across academic and professional staff groups.
- The split of FTE between academic and professional posts is broadly in line with sector average and has been static over recent years.
- 14.7% of salaried appointments are on a fixed term basis. This is a lower proportion than the sector average.
- 31% of salaried appointments are on a part time/term time contractual arrangement. This is broadly similar to sector level and has been growing over recent years.

#### **1.1 Overall size and costs**

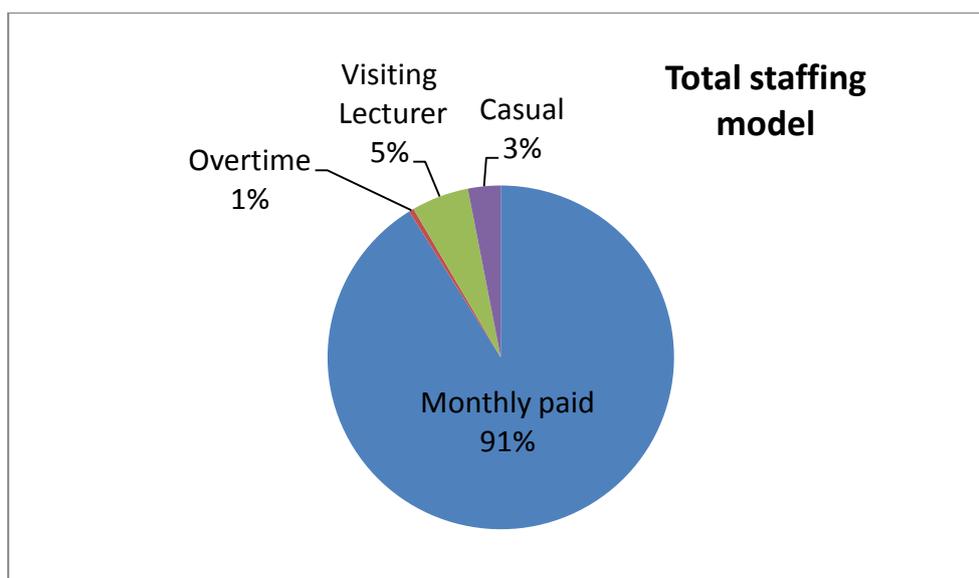
As at 10 August 2012, there were 2329 appointments totalling 1992.3 FTE. The number of appointments is an increase of 2.7% on the 2011 figure of 2267 appointments and the FTE figure reflects a 2.5% growth on the 1943.0 FTE employed in August 2011. The increase in FTE has been even across the academic and professional staff groups though more appointments were made within the professional staff base.

	appointments			FTE		
	2011	2012	change	2011	2012	change
Academic/research	1125	1146	1.9%	924.3	947.1	2.5%
Professional	1142	1183	3.6%	1018.7	1045.2	2.6%
Total	2267	2329	2.7%	1943.0	1992.3	2.5%

The distribution of FTE as at 10 August 2012 shows that 52% of salaried FTE is undertaking professional work and 48% is undertaking academic work (including research). There has been no change in the distribution of FTE across staff groups since 2010.



In addition to the salaried staff covered by the analysis above, activity at the University is resourced through overtime, Visiting Lecturer contracts and Casual contracts. The proportionate use of these based on costs, net of pensions and national insurance payments, is shown below. Broadly, casual work and overtime supplement the professional staff base, whereas Visiting Lecturers supplement the academic staff base.



The total annual staffing cost (including on costs) covered by this analysis was £101million.

## 1.2 Contractual arrangements

The salaried staff are employed on a mixed of contractual arrangements in terms of the permanency of the contract and the hours and working arrangements. The contractual arrangements for the salaried appointments are outlined below.

### Contract type

	# appointments	%	FTE	%
Fixed Term Contract	342	14.7%	257.365	12.9%
Permanent	1987	85.3%	1734.906	87.1%
Grand Total	2329		1992.271	

Overall 14.7% of salaried appointments are undertaken on a fixed-term basis. There are however, large variances across staff groups. In particular academic staff employed on specific research contracts are significantly more likely to be employed on fixed term contracts.

	Academic		Professional	All appointments
	all academic	research contract only		
Fixed Term Contract	15.4%	76.3%	13.9%	14.7%
Permanent	84.6%	23.7%	86.1%	85.3%

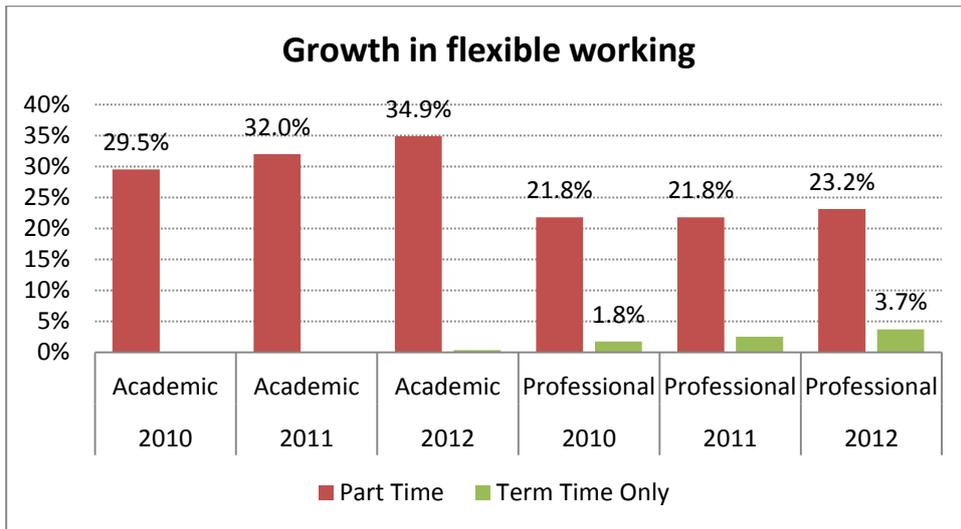
### Contract hours

Employment contract	Total appts	%
Full Time	1607	69.0%
Part Time	674	28.9%
Term Time Only	48	2.1%
Grand Total	2329	100%

Overall 28.9% of salaried appointments are undertaken on a part-time basis with the Academic staff group (including staff on a research contract) being more likely to be on a flexible work arrangement.

	Academic		Professional	
	Appts.	%	Appts	%
Full Time	742	64.7%	865	73.1%
Part Time	400	34.9%	274	23.2%
Term Time Only	4	0.3%	44	3.7%
Grand Total	1146	100%	1183	100%

The proportion of part-time contracts has risen steadily from 25.7% in 2010 to 26.9% in 2011 to the level of 28.9% in 2012. The main growth has been in the academic staff base which has risen from 29.5% in 2010 to 34.9% in 2012. Professional staff are showing an increase in the number of term time only contracts.



Contributing factors to the growth in part-time employment arrangements across academic roles include the conversion of staff from Visiting Lecturer contracts to fractional contracts and efforts to enable staff to remain actively practicing in their professional capacity outside the University.

### 1.3 Grading structure

In 2012 there were 13 staff employed on senior management contracts, 197 on management contracts (AM grades) and 2068 staff on UH staff grades (UH1-UH9). The remaining 51 are employed on 'other' grades including adhoc pay grades. Excluding the 'other' grade category this provides the following ratios:

Senior management: all staff	1:179
Senior management: Management grades (AM)	1:15
Management grades (AM): staff grades	1:12

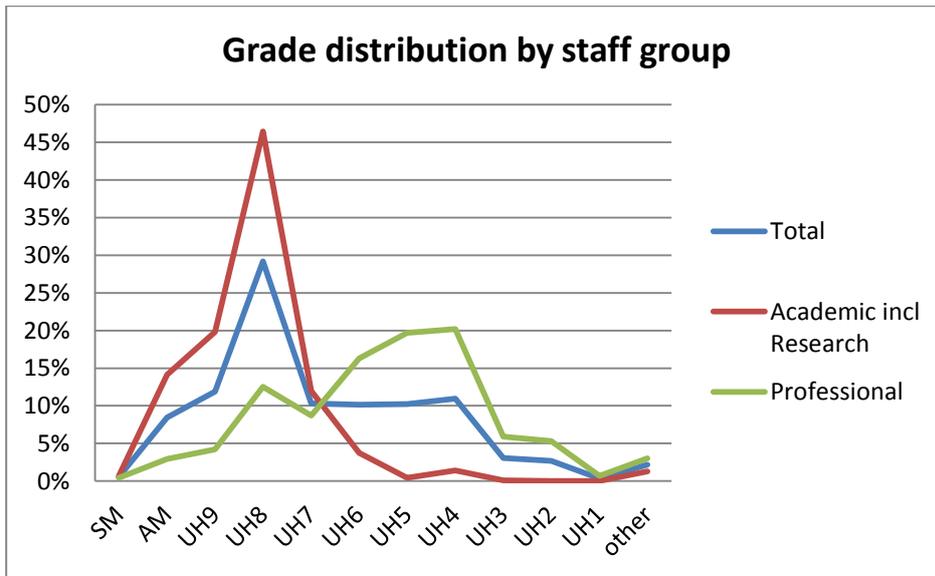
There have been changes in the SM and AM levels in the last 3 years as shown below:

	2010	2011	2012
AM grade overall	163	171	197
- <i>Academic</i>	- 130	- 134	- 162
- <i>Professional</i>	- 33	- 37	- 35
SM grade	15	15	13

- The number of staff on senior management contracts has fallen in the last year.
- The number of AM grades has grown with the majority of growth in academic posts.
- 82% of AM graded posts are in the academic staff group.

The profile for the academic staff group is heavily concentrated around grades UH7–AM with UH7 being the grade for lecturer level staff, UH8 for senior lecturer, UH9 for principal lecturer or Readers and AM for Professorial staff and academics responsible for academic leadership and/or with significant responsibility for resources.

The grade profile for professional posts covers a broader range of grades with the peak being UH4-UH6.



#### 1.4 Comparison across the sector

The ECU report shows that the sector average ratio for staff employed in professional jobs to academic jobs is 53.1%: 46.9%. UH currently employs 52% 48% staff in professional and academic posts respectively.

The ECU report shows that across the sector 24.3% of staff are employed on fixed term contracts. DLA Piper benchmarking reported a sector average of 20.6% and a sector Median of 18.2% of staff on fixed term contracts. UH currently employs 12.9% of staff on fixed term contracts.

ECU data reports 34.4% of staff across the sector are employed on part-time contracts and that 33.9% of professional roles and 35.1% of academic roles are part-time. The DLA Piper benchmark data reports that, on average, 31.8% of the sector workforce work part time and that the sector median is 28.4%. Combining both part time and term time figures UH reports overall figures of 31% with 35.2% for academic staff and 26.9% for professional staff.

#### 1.5 Comments and current activity

The proportion of fixed term contracts across the sector reported by ECU will be affected by the profile of the research intensive universities which will have a higher proportion of fixed term contracts. The Researcher Concordat initiative and a significant court case outcome has put pressure on all HE institutions to carefully consider the automatic use of fixed term contracts for research staff. In this context, the lower proportion of fixed term contracts at UH can be seen as a positive.

HE offers a high proportion of flexible working generally and this is seen as a benefit of working in the sector. UH currently sits slightly below sector levels but has seen a growing amount of part-time and term-time working in recent years.

Work is already planned within Human Resources to look at the approach to managing conversion of staff on Visiting Lecturer contracts to fractional contracts in 2012-13.

## Part 2. Analysis of staff base as at 10 August 2012

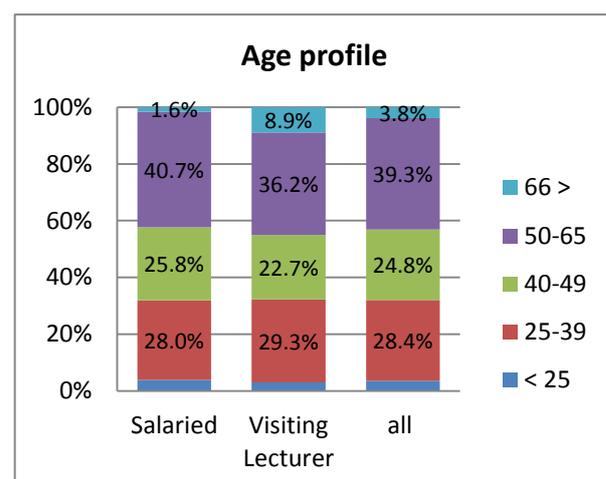
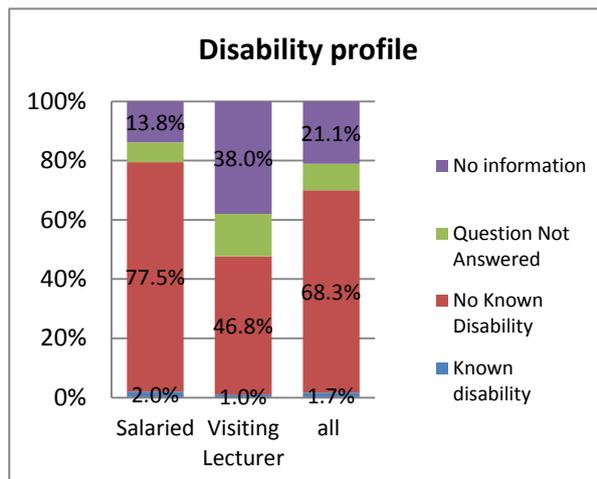
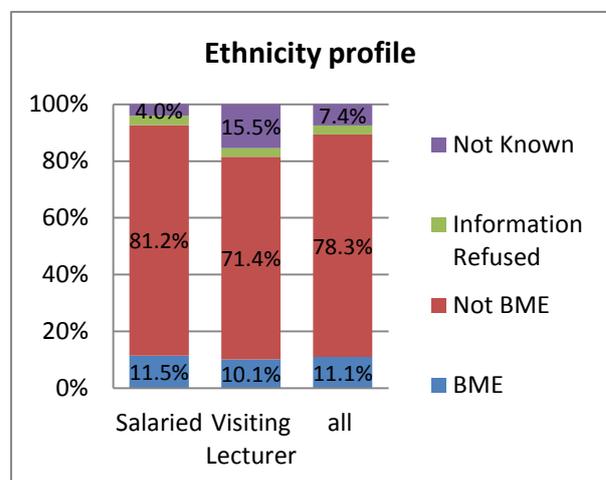
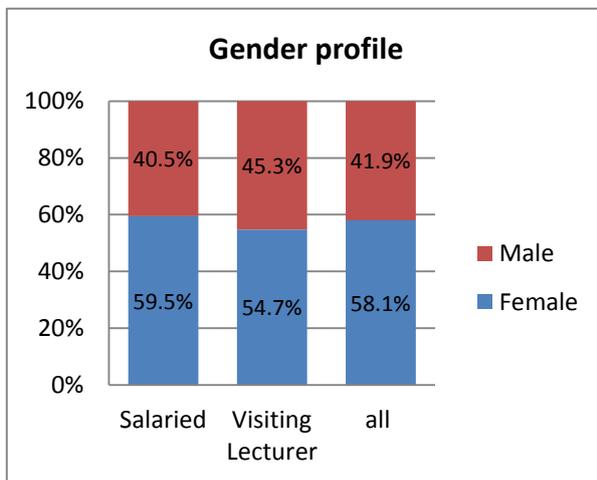
In addition to the salaried staff working in the 2329 appointments analysed above, UH have actively used a further 1001 staff on Visiting Lecturing contracts to resource its activities. These staff are employed on permanent contracts though they may contribute relatively low levels of FTE even compared to part-time salaried staff.

All staff on Visiting Lecturer contracts will categorise as academic, permanent and part-time in analysis. Visiting Lecturer contracts are paid in the form of an hourly rate and are therefore not directly attributable to a standard UH grade and cannot be included in grade analysis.

It is therefore not always possible or meaningful to include data from staff on Visiting Lecturer contracts. Where the data for these staff is included in the analysis below it is important to note that contribution from these staff could be as little as one or two lectures or presentations over a year.

### 2.1 Overall diversity profile

The following charts show the diversity profile for the staff base overall as well as showing the profile for salaried staff and staff on Visiting Lecturer contracts separately.



- A higher proportion of UH staff are female particularly when only staff in salaried posts are considered.
- The proportion of staff from a BME background is slightly lower amongst staff on Visiting Lecturer contracts. Similarly the proportion of staff with a known disability is slightly lower amongst staff on Visiting Lecturer contracts.
- There is a much higher level of unknown information with staff on Visiting Lecturer contracts than for salaried staff, particularly in relation to ethnicity and disability.
- The age profile for Visiting Lecturer staff group has a higher proportion in the >66 years category.

## 2.2 Gender analysis

This analysis is based on salaried staff only. Overall 59.5% of salaried staff are female and 40.5% are male. There are differences in the nature of work and employment arrangements for these staff.

Key observations include:

- Male and female staff are not proportionately represented in academic or professional staff groups.
- Female staff are more likely to be employed on part-time or term-time working arrangements
- Male staff generally hold a higher grade, particularly looking at AM grades and professional posts.
- The differences seen at UH are in evidence across the sector through they are less pronounced at UH.

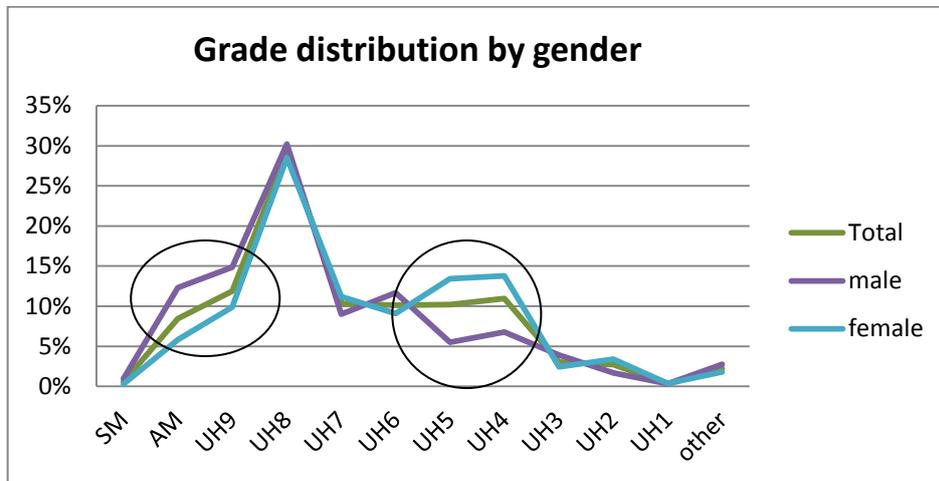
### 2.2.1 Gender and contract type

- Proportionately female staff are under-represented in academic posts generally and particularly specific research contracts whereas male staff are under-represented in professional posts.
- Female staff are more likely to be employed on a flexible contract (part time or term time) than male staff. 76% of all part time or term time contracts are held by salaried female staff.
- Looking just at the female salaried staff base 40% are working either part time hours or term time compared to 18% of all male salaried staff. Both figures are higher than in 2011-12 when 36% of female salaried staff had a part-time or term-time working arrangement and 17% of male staff.

	Female	Male
	%	%
<b>Academic staff</b>	<b>52.1%</b>	<b>47.8%</b>
Full time	43.3%	56.7%
Part time /term time	68.6%	31.4%
<b><i>Of which specific research contracts</i></b>	<b>40.5%</b>	<b>59.5%</b>
<i>Full time</i>	31.6%	68.4%
<i>Part time /term time</i>	66.7%	33.3%
<b>Professional staff</b>	<b>66.6%</b>	<b>33.4%</b>
Full time	59.5%	40.5%
Part time /term time	85.9%	14.1%
<b>All staff</b>	<b>59.5%</b>	<b>40.5%</b>
All full time	52.0%	48.0%
All part time /term time	76.2%	23.8%

### 2.2.2 Gender and grade overall

The chart below illustrates that the main differences in the grade of male and female staff lie in the UH9-AM1 grades which are more likely to be male and in UH4-UH6 grades which are more likely to be female.

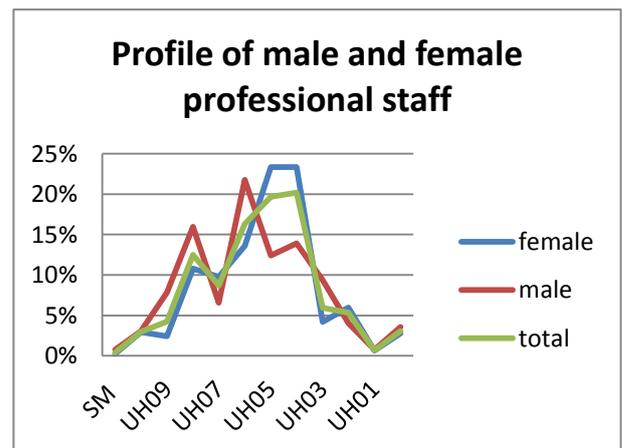
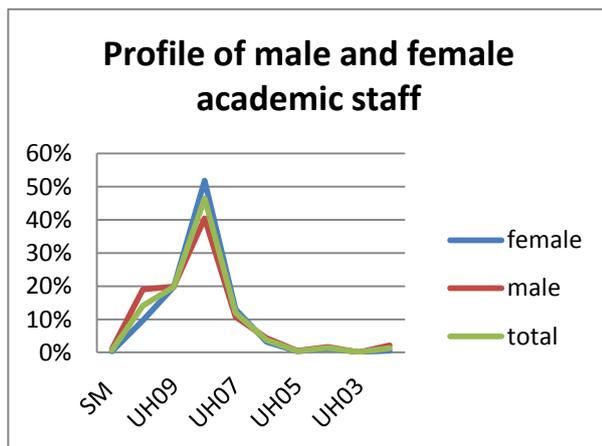


- 6% of female salaried staff are working at AM or SM level compared to 13% of male staff.
- 36% of female salaried staff are working at UH4-UH6 level compared to 24% of male staff

Overall 31% of all salaried posts are undertaken on a flexible basis, however this figure falls to 20% when only AM and SM posts are considered. Female staff are more than twice as likely to be on a flexible contract. It is not known whether the lower number of part time posts at management grades is as a result of, or the reason for, female under representation at these grades.

### 2.2.3 Gender and grade by staff group

As earlier analysis showed that the grade profile for professional posts extends into the lower grades more than the academic grade profile and a higher proportion of female staff are employed in professional posts therefore each staff group has been analysed separately.

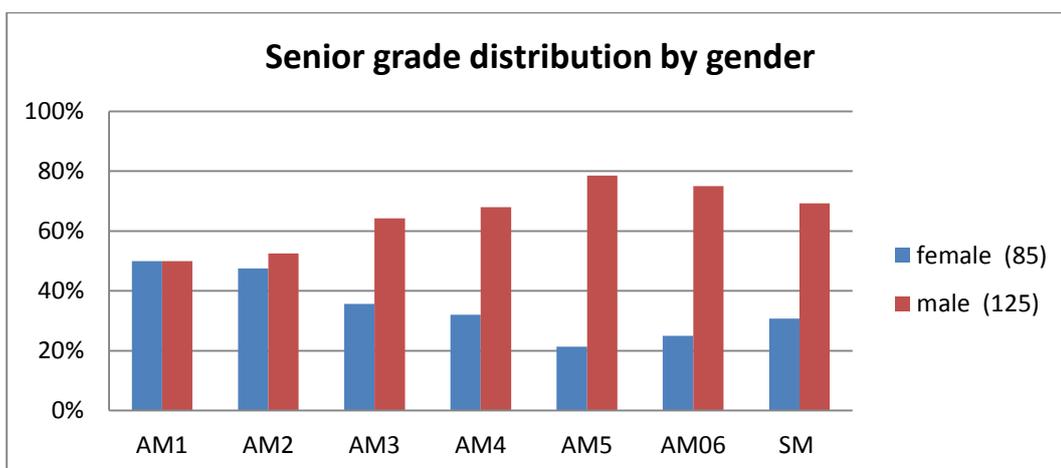


- male staff in each staff group are more likely to hold higher grades than female staff.
- the difference between the grades of male and female staff is more marked with professional posts. This may be a result of the gender profile of staff carrying out the differing nature of professional posts. Posts graded UH7-9 are often professionally qualified positions and area experts, and UH4 – UH6 being the core administrative posts for the University.

## 2.2.4 Gender and grade – management grades

Section 2.2.2 showed that a higher proportion of male staff are in AM and SM graded posts. Taking a more detailed look across the AM grades this shows more variance between the profile of male and female staff.

- 66% of female staff in AM and SM posts are graded AM1 or AM2 this compares to 46% of male staff.
- AM1 and AM2 grades are evenly distributed between male and female staff. AM3 grades and above are more likely to be held by male staff.
- The average salary for female staff graded AM1-AM5 is £62,078 compared to £62,695 for male staff.
- The average salary for female staff graded AM6 is £81,113 compared to £79,017 for male staff.



## 2.2.4 Comparison across the sector

The ECU data reported that in 2009/10, 53.8% of all staff were women. DLA reports a slightly higher proportion of female staff reporting an average of 55.1% and a median of 54.7%. In comparison the current all staff figure for UH is 58.1% or 59.5% if only salaried staff are analysed.

The ECU data also shows that whilst full time contracts are more evenly distributed across male and female staff the vast majority of part-time or term time contracts are held by women. This situation is mirrored at UH.

The ECU data shows that the majority of academic staff are male (56%). Currently at UH the majority of academic staff are female therefore, whilst UH female staff were noted as proportionately under-represented in academic roles, this is far less than is the case generally in the sector.

Benchmark grade analysis is difficult. The ECU reports the percentage of staff earning over £50,000 and shows that this salary was earned by 21.1% of male staff and 8.1% of female staff. Currently at UH, 23.6 % of male staff earn over £50,000 and 12.9% of female staff.

DLA Piper report on the percentage of the top 5% earners who are female and in the last report UH, at 34%, performed better than both sector average (28.7%) and sector median (27.7%).

## 2.2.5 Comments and current activity

A working party, comprising members of CEG, Human Resources and representation from both Recognised Trade Unions is currently reviewing the AM grading structure and this is exploring gender difference.

The correlation between part-time working and career progression is not understood nor is the role flexible working plays in the career choices of male and female staff.

### 2.3 Ethnicity analysis

This analysis is based on salaried staff only. UH has known Black and Ethnic Minority (BME) data for 89% of the staff. Overall UH employs 268 salaried staff from a BME background which leads to some relatively small population sizes when cross tabular analysis is undertaken.

Key observations include:

- BME staff are more likely to be employed on a fixed term contract across all staff groups. This is a sector trend and whilst reflected in UH analysis it is less pronounced at UH.
- BME staff are proportionately under-represented at the most senior grades.

#### 2.3.1 Ethnicity and contract type

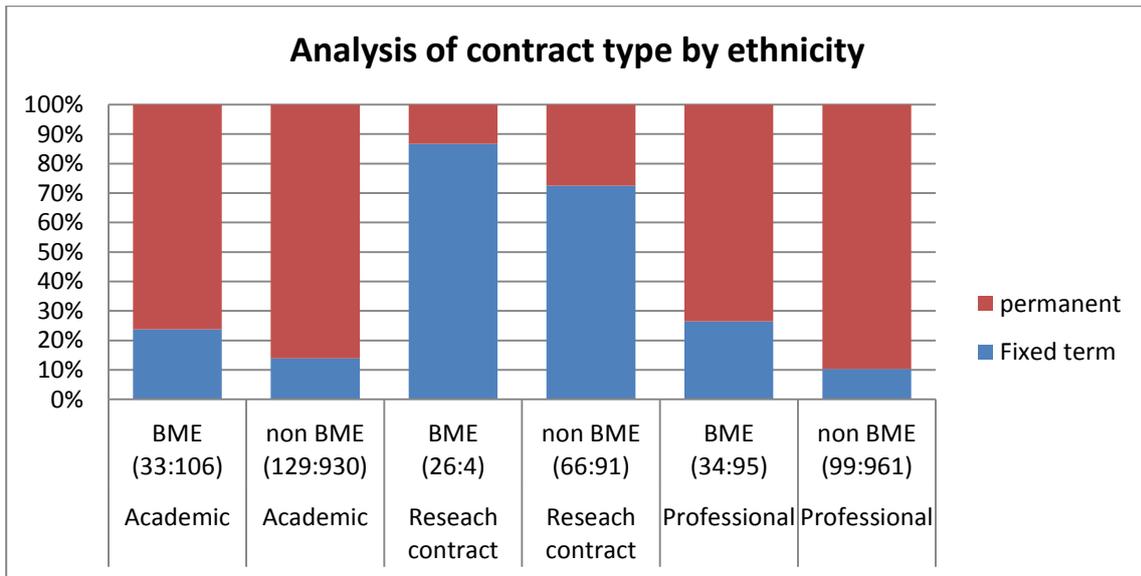
There are differences in the nature of work and employment arrangements of staff from a BME background and those who are not.

- BME staff represent 11.5% of the overall salaried staff population with a particular focus on research posts of which 22.9% are carried out by BME staff.
- Analysis of part time contracts showed little difference between BME and non BME staff but there are bigger variances looking at fixed term contracts.

	BME	Non BME	no data
	%	%	%
<b>Academic staff</b>	<b>12.1</b>	<b>81.2%</b>	<b>6.7%</b>
Fixed term	18.6%	72.9%	8.5%
Permanent	10.9%	82.7%	6.4%
<b><i>Of which specific research contracts</i></b>	<b>22.9%</b>	<b>69.5%</b>	<b>7.6%</b>
<i>Fixed term</i>	26.0%	66.0%	8.0%
<i>Permanent</i>	12.9%	80.6%	6.5%
<b>Professional staff</b>	<b>10.9%</b>	<b>81.2%</b>	<b>7.9%</b>
Fixed term	20.6%	60.0%	19.4%
Permanent	9.3%	84.7%	5.0%
<b>All staff</b>	<b>11.5%</b>	<b>81.2%</b>	<b>7.3%</b>
Fixed term	19.6%	66.7%	13.7%
Permanent	10.1%	83.7%	6.2%

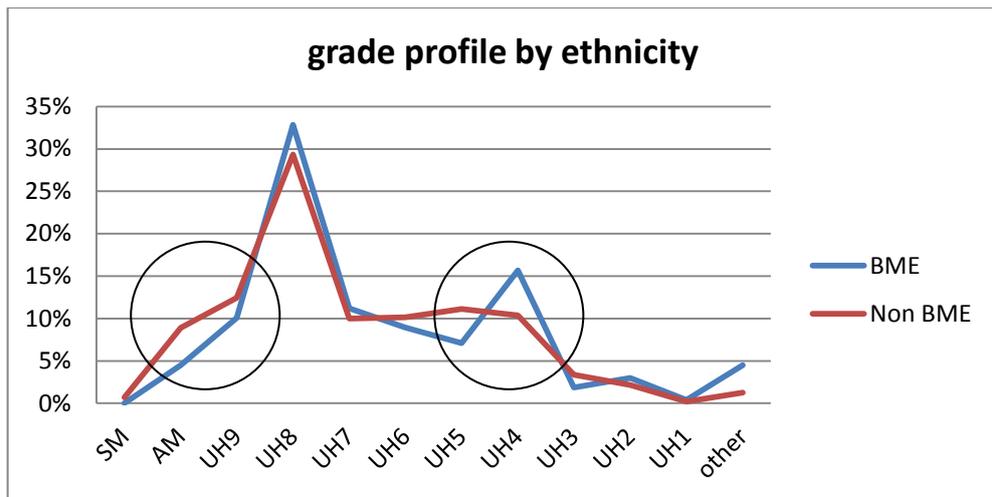
The largest difference is with professional staff from a BME background- where staff from a BME background hold 10.5% of the professional posts, they hold 20.1% of the fixed term professional posts. 7 of the staff on professional fixed term posts are residence assistants and out of hours officers. There are reasons why these roles are fixed term contracts and as they recruit from the student body it is reasonable that they have a higher proportion from a BME background.

BME staff are more likely to be employed on a fixed term contract with 25% of BME staff employed in this way compared to 12% of all salaried staff. This trend is reflected in all employment types as shown below. The BME population size is relatively small when broken down by employment type and therefore absolute numbers have been shown in the form of the ration fixed term: permanent.



### 2.3.2 Ethnicity and grade

The grade profile of BME staff shows a relatively strong correlation to the overall grade distribution with the main differences being under-representation at SM, AM and UH5 grades and higher representation at UH4.



### 2.3.3 Comparison across the sector

The ECU report shows a sector average of 10.1% of staff from a BME background when both UK nationals and non UK nationals are combined. DLA reports the average percentage of the sector workforce who are from a BME background as 11.3% and the median as 8%. The current UH level of 11.5% which is in line with sector averages for staff employed in HE but does not reflect the student body profile which is closer to 50% BME.

The ECU report shows that BME staff are more likely to be employed on a fixed term contract with 19.7% of UK national non BME staff being on a fixed term contract compared to 24.2% of UK national BME staff. These figures rise to 21.7% (non BME) and 52% (BME) when non UK national staff are considered. Within UH data for combined UK national and non UK national staff shows 12% of non BME staff on fixed term contracts compared to 25% of BME staff.

### 2.3.4 Comments and current activity

Work is currently underway within Human Resources to look at attracting BME staff to join the University and to look at how to support the career progression of existing BME staff within the

University. This work will be extended to include further analysis into the use of fixed term contracts when recruiting BME staff.

A staff focus group exploring the function of BME staff networks and whether there is a need for such a network at the University is taking place in October 2012.

Work is underway within Human Resources to improve the capture of diversity information particularly for staff on Visiting Lecturer contracts.

## 2.4 Disability analysis

Overall 1.5% of all staff (57 Staff) have a recorded disability. This increases to 2% looking at salaried staff only (47 staff). There is however a large proportion of staff who have provided no data or refused to provide data on disability.

Key observations include:

- Disabled staff are more likely to work in the professional staff group.
- UH employs less disabled staff than is proportionally the case across the sector however UH also has a large proportion of unknown values, particularly looking at staff on Visiting Lecturer contracts.

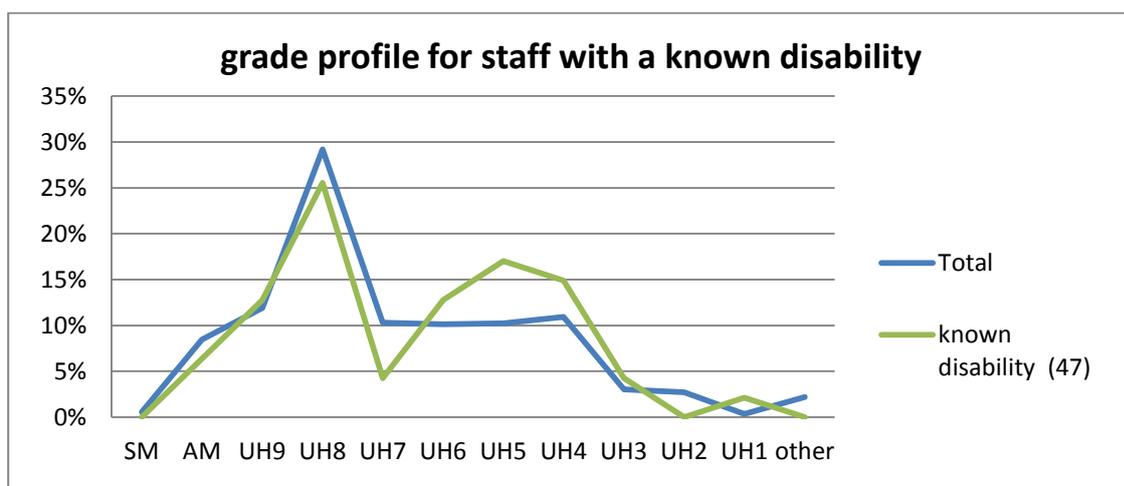
### 2.4.1 Disability and contract type

There are minimal differences between staff with a known disability and staff with no known disability in terms of contract type (permanent or fixed term) or contract hours (full time, part time etc.)

Disabled staff are more likely to work in the professional staff group with 69% of disabled staff being in the staff group. Of the 31% of staff with a disability employed in the academic staff group none are on research specific contracts.

### 2.4.2 Disability and grade

The grade profile for staff with a disability shows slightly lower proportions at UH7 and higher proportions in UH5 and UH6. This may relate to the higher proportion of staff with a disability in professional posts. The degree of difference will also be exaggerated by the small dataset.



### 2.4.3 Comparison across the sector

The ECU report shows 3.1% of staff declaring information have a disability. The equivalent figure (ie excluding unknown records) for UH is 2.5%. DLA Piper reports a sector average of 3.5% and sector median of 3.3%

#### 2.4.4 Comments and current activity

UH provides support for disabled staff through the 2ticks scheme encouraging applications, a disability services department, a disability access fund and provides online help to line managers to support them in managing a member of staff with a disability.

Work is underway within Human Resources to improve the capture of diversity information particularly for staff on Visiting Lecturer contracts

#### 2.5 Age analysis

The following analysis is based mainly on salaried staff but draws on data from staff on Visiting Lecturer contracts to understand the age profile of staff involved in delivering academic work across the University.

Historically UH has employed a large proportion of its staff from the 50+ age category. In 2012, overall 42% of UH salaried staff were in that age category compared to 45% in the previous year leading to a drop in the average age from 46.5 to 45.5.

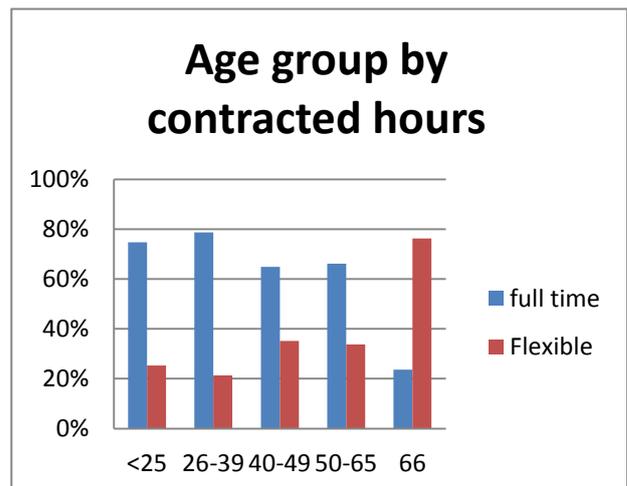
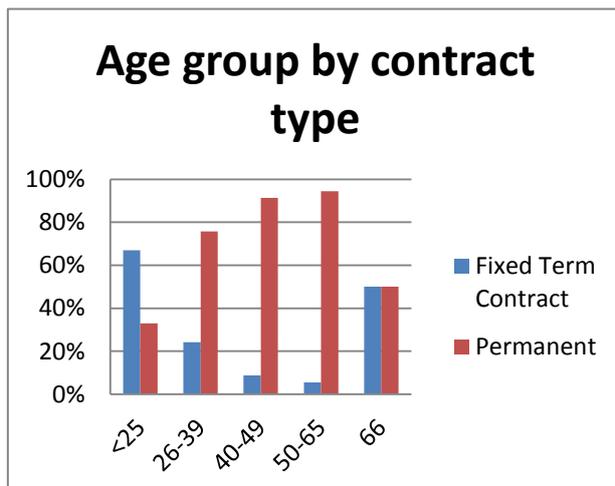
Key observations include:

- UH have an older age profile than would appear to be the average across the sector. This is particularly in academic posts and more pronounced in certain schools.
- The overall age profile has made moves to being a younger profile in recent years.

#### 2.5.1 Age and contract type

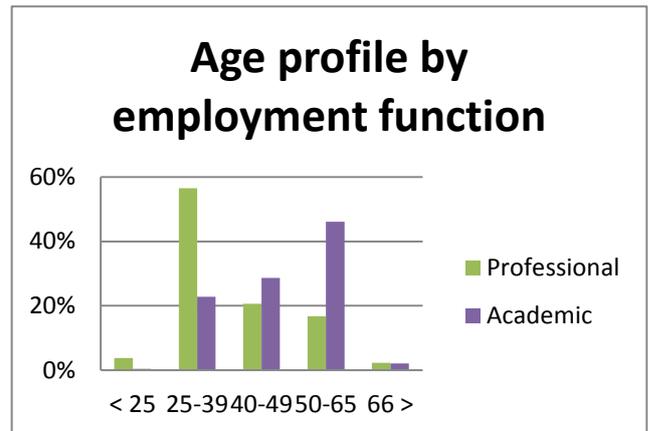
There are differences in the employment arrangements for staff from different age groups. This analysis is based on salaried staff only.

- Age group <25 are most likely to be employed on fixed term contracts.
- 76% of >66 year old are on flexible contracts (part time or full time).
- Around one third of 40-65 are on flexible contracts (part time or term time.)



### 2.5.2 Age and employment function

There are noticeable variances in the age group by employment type with academic posts generally having a higher age profile than professional posts.



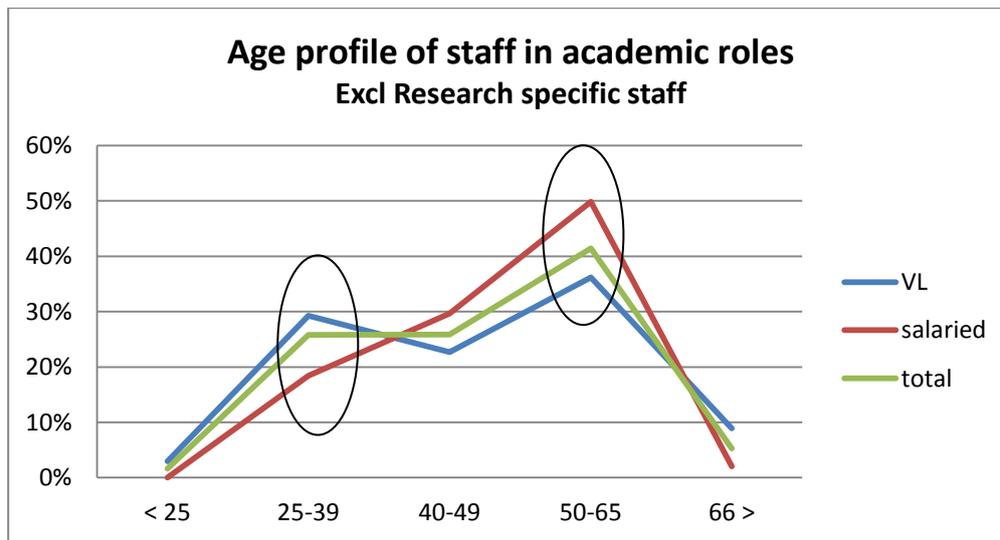
- The age profile of staff in academic posts is much more skewed towards the older age groups than staff in professional posts.
- 60.3% of professional staff are aged less 39 years compared to 23.2% of academic staff. Within the academic staff group those on research specific contracts have a younger age profile with 40.4% aged below 39 compared to 18.4% of academic staff not on a research contract.
- Within professional posts, staff in technical posts have a different profile. 42% of staff are aged 50 plus, however, 40% are aged 39 or younger.

The age profile reflects in the average age summary shown below:

Average age	Academic		Professional	Grand Total
	Academic excl. Research contracts	Research contracts only		
2012	49.0	39.0	43.3	45.5
2011	49.8	38.6	44.7	46.5

#### Age and employment function - Including non-salaried staff

In addition to the 1125 academic appointments (146 on research contracts) an additional 1001 staff on Visiting Lecturer contracts contributed to the University's workforce in 2011-12. When these staff are included in the analysis it levels out the age profile slightly.



- Looking at salaried and VL staff combined 46.8% of staff contributing to academic work are 50 years or older.
- The School of Education (52 years), Hertfordshire Business School (50.4years) and the School of Health and Social Work (48.1years) have the highest average age.
- Looking at the proportion of staff aged 50+ the highest are the School of Education (69%) the school of Engineering and Technology (56.1%) and Hertfordshire Business School (55.5%).
- The school with the youngest average age (43years) and lowest proportion aged 50 or over (28.36%) is the school of Physics Astronomy and Mathematics.

### 2.5.3 Age and grade

There is a strong correlation between age and seniority.

- Only 8.1% of AM graded staff are aged under 39.
- 70% of under 25's are employed in UH1-4 posts compared to 70% of 40-49 are in UH 7- AM level posts.

### 2.5.4 Comparison across the sector

The ECU data reports a higher proportion of staff in younger age groups with an average of 43.6% of staff aged 40 years or under. Currently 33.9% of staff employed at UH are aged 40 or under. The ECU data reports 29% of HE staff are aged 51 or over whereas at UH 39.5% of staff are currently aged 51 or over.

DLA Piper measure against different age groupings and report a sector average of 24.9% of staff aged 34 or under. UH currently have 21% of staff in this age grouping. DLA Piper report a sector average of 21.2% of staff aged 55 or over. UH currently report 26% in this age group.

### 2.5.5 Comments and current activity

The challenge of managing succession and knowledge retention is generally in academic areas and more so within certain schools. Deans of Schools in those areas are aware of the age profile within their School and are working with their HR Business Partners to plan appropriate actions locally.

## **2.6 Other protected characteristics**

In addition to the characteristics analysed above the Equality Act 2010 provides protection on the grounds of gender reassignment, religion or belief, sexual orientation and marriage and civil partnership. UH is not currently in a position to undertake the detailed analysis in the same way as for other protected characteristics due to low volume or poor quality of data. The University is committed to ensuring equality of treatment for all staff and providing appropriate support. A summary of which is provided below:

Gender Reassignment	UH provides support to staff undertaking gender reassignment on a case by case basis.
Marriage and Civil partnership	Data is collected at application stage allowing analysis of selection activity. Work needs to be undertaken to improve the integrity of historical data before meaningful analysis of the full staff base can be carried out.
Sexual Orientation	In the past year an LGBT Staff Network has been created and UH have appointed an LGBT Champion. UH also works with Stonewall and take part in their workplace survey. Data is collected at application stage allowing analysis of selection activity to be undertaken. Currently volumes of data are too low to identify any trends.
Religion or belief	UH capture and analyse religion or belief as part of the staff survey. This analysis did not indicate any significant difference in attitudes on the grounds of religion. This data is anonymous and is not currently held within a system. The Key Centre, a purpose-built, multi-faith spiritual centre which provides a space for worship, prayer and reflection, both formal and informal.

### **3. Joiners and leavers**

#### **3.1 Overall**

From 01 August 2011 – 31 July 2012 207 staff joined UH (176.6 FTE) and 171 staff (146.1 FTE) left UH. 118 joiners (57%) were employed on fixed term contracts and 69 Leavers (40%) were on fixed term contracts. Some staff on fixed term contracts choose to leave before the end of their contract. Current records show that only 20% of staff leaving did so due to the end of a fixed term contract.

The impact of this joiner and leaver activity on the overall size and structure of the University was covered in earlier analysis in part 1. The analysis in this section therefore looks at the impact of this activity from a diversity perspective. There is no evidence of gender bias in the joiners or leavers; 53% of joiners were female and 53% of leavers were female. There were also no major differences in the grade of staff joining or leaving when viewed from a gender perspective.

Overall 16% (34) of joiners and 23% (40) of leavers were from a BME background. 24 of the BME leavers were on fixed term contracts.

The table below shows the profile for joiners and leavers by age which shows differences in each category but most noticeably in <25 and 50-65 age group.

	< 25	25-39	40-49	50-65	66 >
Joiners	18.8%	47.8%	19.3%	13.0%	1.0%
Leavers	9.4%	42.7%	18.1%	26.3%	3.5%

#### **3.2 Review of recruitment and selection process**

Due to the move to a new recruitment process through the HR and Payroll system and changes in the way data is held for applicants and unsuccessful candidates this analysis is based on records from 01 March 2012 – 31 July 2012.

Overall in this time period UH received 1242 applications, shortlisted 459 applicants and had offers accepted by 127 applicants. The analysis at each stage does draw on a different data set as someone who accepted on 1 and been shortlisted outside the time period of the analysis.

The headline findings from this analysis show:

- The female staff are proportionately more likely to be shortlisted and offered a role than male applicants. 48% of applicants were from females and 55.9% of accepted offers were from females.

- 25.9% of applications were from BME applicants but only 13.4% of accepted offers. There was a higher level of unknown data in the accepted offers data set but this does not account for the difference.
- Staff declaring no disability have no more or less likelihood of being shortlisted or offered a position. There is a slight drop in the success rate of staff with a disability moving towards being offered a post, however there is also an increase in the amount of unknown data in the offered data set and a small data set to analyse.
- Marital status and sexual orientation showed only small variances across the different recruitment stages.

### 3.3 Comments and current activity

The proportion of joiners on a fixed term contract appears high against the context of the proportion of fixed term contracts generally used at the University.

The biggest variance in terms of recruitment and selection activity is within the BME analysis. Work is currently underway to increase the level of applicants with a BME background and this will be extended to investigate if there are any underlying causes for fewer BME applicants moving successfully through the selection process.

## **4.0 Other Workforce indicators**

Analysis was carried out on available data for disciplinary and grievance cases, absence, turnover and flexible working arrangements. This analysis did not identify any clear trends in terms of different treatment across staff sharing protected characteristics however, it should be noted that data levels are low.

### 4.1 Equal pay

An Equal pay audit is being undertaken in 2012/13 and this analysis has therefore not been included in this report.

## **Appendix 1: Context and Scope for the employment report August 2012**

The analysis of the structure and staffing does not include the detailed analysis of the staff working within Hertfordshire Sports Village and UNO/University Bus. They are subject to separate analysis.

The analysis is based on appointments held by salaried staff as at 10 August 2012. Due to the significant changes to staff records made on 01 August 2012 to implement the Agile programme staff changes it was decided to use data from this date rather than the precise year end of 31 July 2012.

It should be noted that, a small number of staff (55) have more than 1 appointment at the University, therefore the number of appointments is not a headcount figure. As an individual may hold both a permanent and a fixed term contract the analysis has been based on data at the appointment level so as to provide a more complete analysis of the contractual arrangements in place at the University.

The analysis covers the 2 main staff groups – academic staff and professional staff. Within the academic staff group a number are employed on specific research contracts. It is important to note that the number of staff engaged in research work extends beyond the number of staff on specific research contracts.

The analysis of the staff base for diversity purposes includes all salaried staff and, where appropriate and possible, the data held for staff on Visiting Lecturer contract as these contracts are also permanent in their nature.

## **Appendix 2: Summary of Actions**

Action	Owner
Review the approach to managing the conversion of staff on Visiting Lecturer contracts to fractional contracts in 2012-13.	Human Resources
Reviewing the AM grading structure including exploring gender difference.	A working party, comprising members of CEG, Human Resources and representation from both Recognised Trade Unions
Improve levels of BME staff joining the University including attraction and success at shortlisting and interview stages.	Human Resources
Explore the function of BME staff networks and whether there is a need for such a network at the University	Equality Office
Investigate the higher proportion of BME staff employed on fixed term contracts.	Human Resources/Equality Office
How to support the career progression of existing BME staff within the University	Equality Office/Human Resources
Investigate the increased use of fixed term contracts for new entrants.	Human Resources
Improve the capture of diversity information particularly for staff on Visiting Lecturer contracts.	Human Resources
Encourage prospective/existing staff to disclose equality-related information across all protected characteristics.	Equality Office/Human Resources
Explore how we can develop a more effective process to capture exit information.	Human Resources
Promote the Two Ticks Positive about Disability initiative to encourage the disclosure of disability and create an inclusive working culture.	Human Resources/Equality Office

If you require this report in an alternative format, please contact the Equality Office:  
[equality@herts.ac.uk](mailto:equality@herts.ac.uk) or 01707 289362