

Analysis of the diversity of the staff base as at 31 July 2013

1. Overall diversity profile

The following charts show the diversity profile for the staff base overall (3216 records) as well as showing the profile for salaried staff and staff on Visiting Lecturer contracts separately.

Fig 1: Diversity profile of the University staff base



Key observations:

- A higher proportion of UH staff are female particularly when only staff in salaried positions are considered.
- The proportion of staff from a BME background is lower amongst staff on Visiting Lecturer contracts as is the proportion of staff with a known disability.
- 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 unknown data includes staff who prefer not to disclose the information.
- The age profile for the Visiting Lecturer staff group has a higher proportion in the >66 years category.
- The University's has an ageing workforce, and 54.1% of its staff are aged over 46 years

Key action:

- 2013-14 will include targeted activities at improving data gathering and analysis. This will largely be facilitated by the implementation of new functionality in the HR system which allows staff members to input their own diversity data via the self service employee portal.

2. Gender analysis

This analysis is based on salaried staff only. Overall 59.8% of salaried staff are female and 40.2% are male. There are differences in the nature of work and employment arrangements for these staff.

Key observations:

- The majority of staff overall are female. The majority of academic staff and professional staff are also female. Male staff are only the majority with research specific positions.
- Female staff are more likely to be employed on part-time or term-time working arrangements
- The proportion of male staff on flexible working arrangements is growing
- Overall a higher proportion of male staff hold management and senior management grades compared to female staff, however looking only at professional positions only female staff are as likely as male staff to hold a management grade.
- The differences seen at UH are in evidence across the sector though they are less pronounced at UH.

Key actions:

- In 2012-13 a project ran to look at the management and professorial grading arrangements and a number of actions are being taken forward to improve transparency of the arrangements in place in relation to progress to, and through, management grades.
- Chief Executive Group have agreed to support a number of colleagues through the Leadership Foundation for Higher Education's (LFHE) Aurora Programme as part of its commitment to increasing the number of women in management and senior management positions.

2.1 Gender, contract type and employment type

59.8% of all salaried appointments are held by female staff (58.2% of all staff). Female staff hold the majority of professional positions (66.9% female) and also hold the majority of academic positions (52.2% female). Male staff are only in the majority when contracts for research specific positions are considered (59.4% male).

Table 1: Contact type by gender

	Female	Male
	%	%
All staff	59.8%	40.2%
All full-time	52.7%	47.3%
All part-time /term-time	75.3%	24.7%
Academic staff	52.2%	47.8%
Full-time	43.2%	56.8%
Part-time /term-time	68.0%	32.0%
<i>Of which specific research contracts</i>	40.6%	59.4%
<i>Full-time</i>	32.1%	67.9%
<i>Part-time /term-time</i>	67.6%	32.3%
Professional staff	66.9%	33.1%
Full-time	60.5%	39.5%
Part-time /term-time	84.5%	15.5%

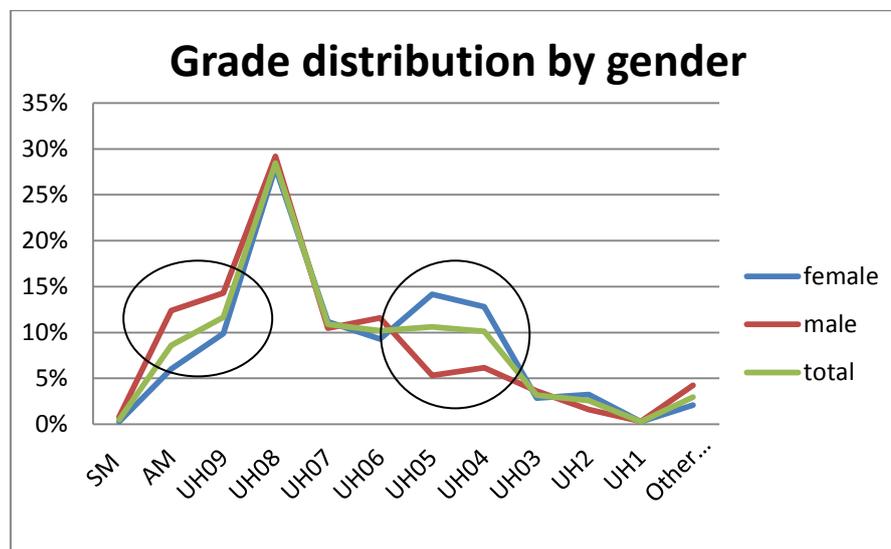
The University employs staff in 780 appointments on either a part-time or term-time basis (flexible contracts). Of these appointments the majority (75.3%) are held by female staff, indeed across all employment types females hold the majority of flexible contracts.

The 2012-13 figures have shown a small increase in male staff holding flexible contracts. 19.4% of male staff are now employed in appointments on a flexible contract. This compares to 18% last year and 17% the previous year to that. The proportion of female staff on flexible contracts has risen from 36% in the previous year to 40% in 2012-13.

2.2 Gender and grade overall

Fig 2 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 held by male staff and in UH4-UH6 grades which are more likely to be held by female staff.

Fig 2: grade distribution by gender



- 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 23% of male staff

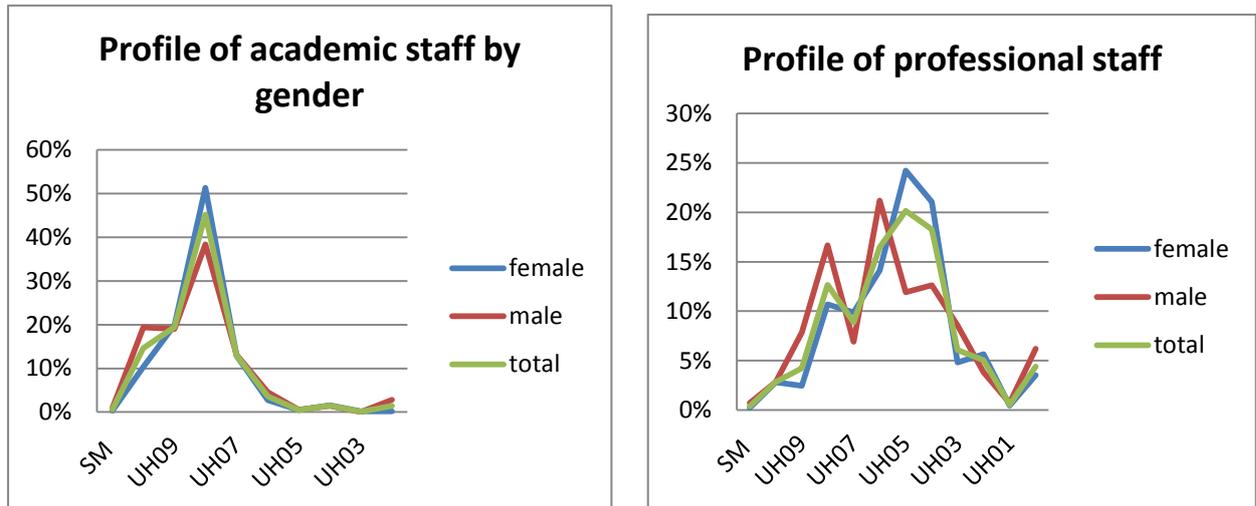
Overall 31.6% of all salaried posts are undertaken on a flexible basis; however this figure falls to 22.3% when only management and senior management posts are analysed. The number of flexible contracts in these higher grades has increased in the last year (up from 20%). Female staff are more than twice 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.

2.3 Gender and grade by staff group

Within academic positions male staff are more likely to hold management positions, with 63% of these positions being held by male staff against the context of 48% of all academic staff being male. In relation to professional positions, 63% of management positions are held by female staff, which compares favourably to the overall representation of female staff in the University (67%). The bigger differences with professional positions lie in the UH8/UH9 positions where male staff are more likely

to be employed and in UH4/UH5 positions where female staff are more likely to be employed. 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 or accredited positions and area experts, and UH4 – UH6 are the core administrative positions for the University.

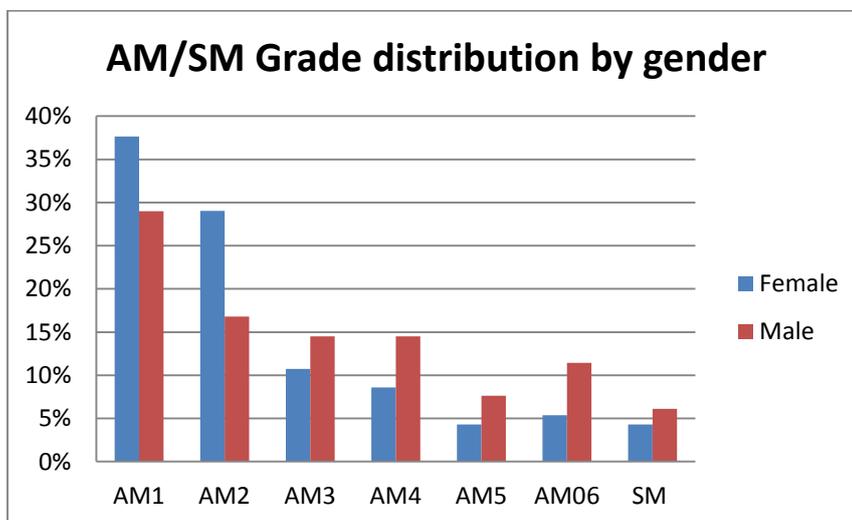
Fig 3: grade profile of academic and professional staff by gender



2.4 Gender and grade – management grades

Section 2.2 showed that a higher proportion of male staff are in management graded posts. Fig 4 shows that, where female staff are management graded, they are more likely to be in AM1 or AM2 positions whereas male staff are almost equally likely to be AM2, AM3 or AM4. The finding that male staff hold higher management grades is contributed to by the grade profile of professorial positions. These positions extend into the higher management grades, and are male dominated both within the University and more broadly across the sector.

Fig 4: Management grades by gender



2.4.1 Comparison across the sector

Equality Challenge Unit (ECU) data reported that in 2010/11, 53.7% of all staff were female. DLA Piper¹ reports a lower proportion of female staff with an average of 46.3% and a median of 46.6%. In comparison the current all staff figure for UH is 58.2% or 59.8% 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 female staff. This situation is mirrored at UH

ECU data shows that the majority of academic staff are male (55.8%). Currently, at UH, the majority of academic staff are female (52.2%). However their representation is not consistent across all academic schools, e.g. in Science, Technology, Engineering, Medicine and Mathematics (STEMM), and this is an area that the University is looking into much greater detail through the Athena SWAN initiative.

Benchmark grade analysis is difficult. ECU reports that overall 68.2 % of staff earning over £50,000 are male. This compares to 61.6% at the University. In addition it shows that this salary was earned by 21.4% of male staff and 8.6% of female staff. Currently at the University, 25.9% of male staff earn over £50,000 as opposed to just 13.9% of female staff.

DLA Piper report on the percentage of top 5% of earners who are female and in the last report the University performed better (34%) than both sector average (30.1%) and sector median (30%)

2.5 Comments

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.

3. Ethnicity analysis

Black and Minority Ethnic (BME)² staff make up 11.7% of the salaried staff group (11.6% of all staff), where staff declared their ethnic origin. The University has an ethnicity declaration rate of 91.5% of salaried staff (89% of all staff).

Key observations:

- BME staff are more likely to be employed on a fixed-term contract across all staff groups.
- BME staff are proportionately under-represented at the most senior grades
- The 2012/13 figures show that difference in the proportion of BME staff holding fixed-term contracts and the proportion of white staff holding fixed-term contracts has reduced. The difference has almost been removed for staff on research specific contracts.

Key action:

- It is important to better understand why BME staff are more likely to be employed on fixed-term contracts and work is planned in 2013-14 to develop that understanding and enable appropriate actions to be identified.
- Further workforce analysis will be undertaken to understand where staff travel into work from so that the University can appropriately benchmark itself according to the correct local

¹ Benchmarking tool used by the University

² BME includes staff that have declared their ethnic origin as Black/Black British, Asian/Asian British, Chinese, Mixed Heritage and Other ethnic background

population figures.

- Recruitment success rates will be analysed according to different ethnic backgrounds to ensure equality of opportunity in our recruitment processes.

3.1 Ethnicity and contract type

11.7% of the overall salaried staff population are from a BME background. There is variation by staff group; 19.6% of research posts, 11.3% of academic positions overall and 11.3% of professional posts are carried out by BME staff.

There is little difference between the proportion of BME staff on flexible contracts and the proportion of white staff on flexible contracts. However, BME staff are more likely to be employed on fixed-term contracts than white staff. 23.8% of all BME staff employed on a fixed-term contract compared to 13.6% of all white salaried staff or 15.6% of all staff employed on fixed-term contracts.

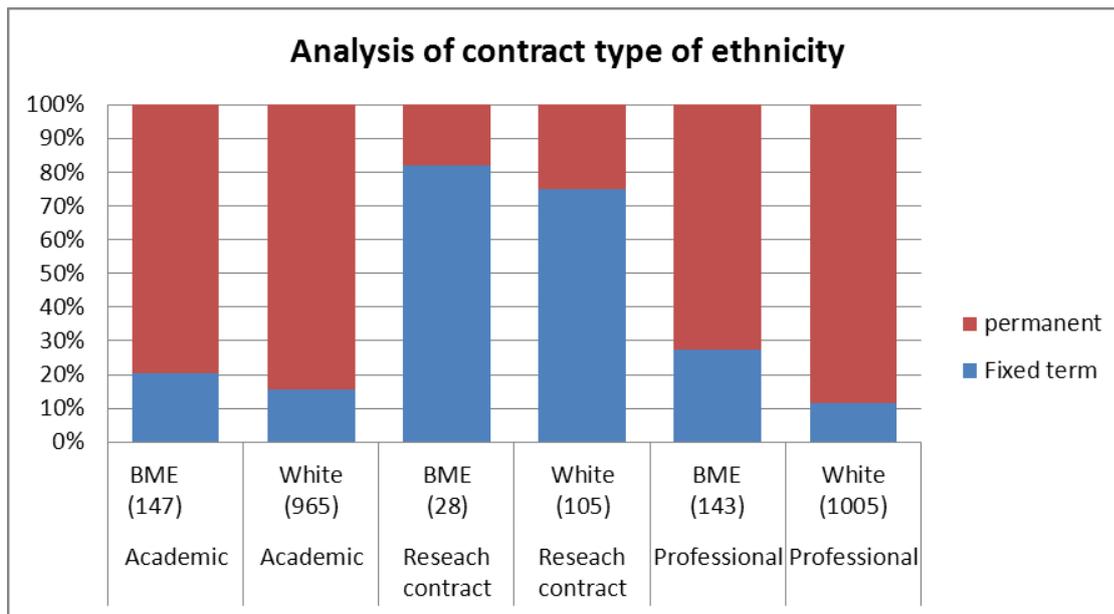
Table 2: Contact type by Ethnicity

	BME	White	no data
	%	%	%
Academic staff	11.3%	81.3%	7.4%
Fixed term	15.3%	77.6%	7.1%
Permanent	11.6%	81%	7.4%
<i>Of which specific research contracts</i>	19.6%	73.4%	7%
<i>Fixed term</i>	<i>20.7%</i>	<i>71.2%</i>	<i>8.1%</i>
<i>Permanent</i>	<i>15.6%</i>	<i>81.3%</i>	<i>3.1%</i>
Professional staff	11.3%	79.1%	9.6%
Fixed term	20.5%	61.1%	18.4%
Permanent	9.6%	82.3%	8.1%
All staff	11.7%	79.8%	8.5%
Fixed term	17.9%	69.4%	12.7%
Permanent	10.6%	81.7%	7.7%

The finding is true for all staff groups but is most marked in professional positions where BME staff hold 11.3% of the professional posts overall but hold 20.5% of the fixed term professional posts. It is noted that 17 of the 39 BME staff on professional fixed term posts are residence assistants and out of hours officers. These positions employ from the student body which has a higher proportion from BME background, and there is also a justification why these posts are fixed term. It was also noted that the gap has reduced - the proportion of BME staff has increased from 11.5% to 11.7% over the last year where the percentage of fixed term contracts held by BME staff has fallen from 19.6% to 17.9%.

This trend is evident in all employment types as shown in the fig 9. Due to the small data set in this analysis absolute numbers have been shown in brackets.

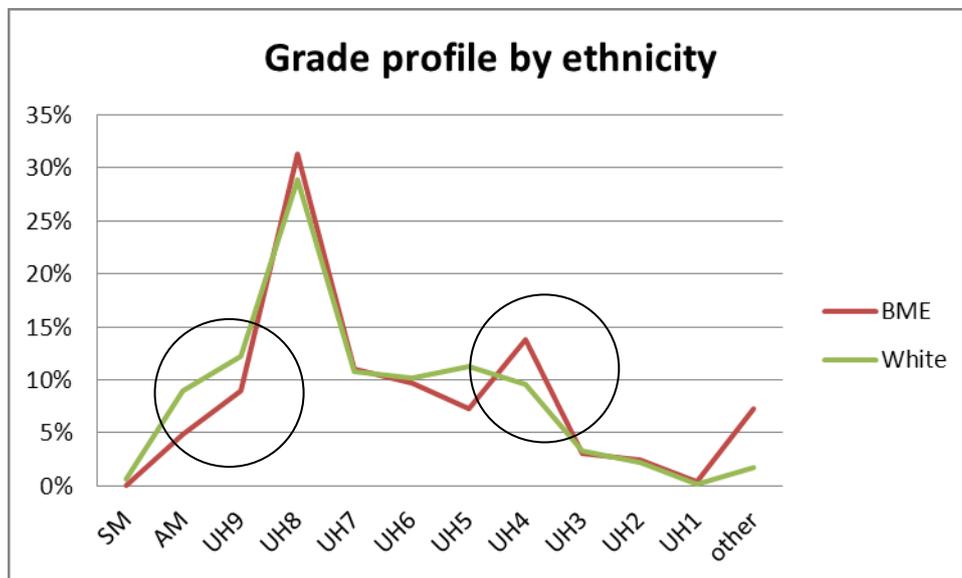
Fig 5: Contract type by Ethnicity and employment type



3.2 Ethnicity and grade

The grade profile in Fig 6 shows that BME staff are employed in higher proportions at UH3-4 and lower proportions at UH9 and beyond than their white colleagues.

Fig 6: Grade profile by ethnicity



3.3 Comparison across the sector

The ECU report shows a sector average of 10.4% for staff from a BME background across the UK, (11% of those sharing data), however the University is geographically located so close to London that there will need to be a greater understanding of where the University's workforce travel in from in order to benchmark itself appropriately. DLA Piper reports a sector average of 10.8% for staff from a BME background and a median of 8.2%. The current University level is 11.7% which is better than

sector averages for staff employed in higher education, but is lower than the student body profile, where a sizeable proportion travel in from London and therefore affects the levels of ethnic diversity in the institution.

The ECU report shows that 33.9% of BME staff employed across the sector are on fixed term contracts compare to 21.6% of white staff. UH data shows 23.8% of BME staff on fixed term contracts compared to 13.6% of white staff.

4 Disability analysis

Disabled staff make up 2.2% of the salaried staff group (2% of all staff). These figures have increased from 2% and 1.7% in 2011-12 respectively. The University has known disability data for 73.6% of salaried staff (65.5% of all staff). There are 55 salaried staff with a disability, which means that some data sets are small when cross tabular analysis is undertaken. It is important to be mindful of this when considering some of the analysis.

ECU report shows 3.2% of staff declaring information have a disability. The University figure is 2.2%. DLA Piper reports a sector average of 3.6% and sector median of 3.4%

Key observations:

- There are less staff at the University declaring a disability than is proportionally the case across the sector however UH continues to have a large proportion of unknown values, particularly looking at staff on Visiting Lecturer contracts.
- There has been an increase in the number of staff declaring a disability in the 2012-13 analysis.
- Disabled staff are more likely to work in the professional staff group with 64% of disabled staff in this employment type.

Key action:

- Improve data quality through the implementation of new self-service functionality in the HR system
- Continue to raise disability awareness with staff to encourage confidence about disclosure of new and existing impairments.
- Review the impact of Two Ticks Positive about Disability initiative, particularly in relation to candidates that ask to be considered under the scheme, their success rates gaining interviews and their employment success rates at the University.

4.1 Disability and contract type

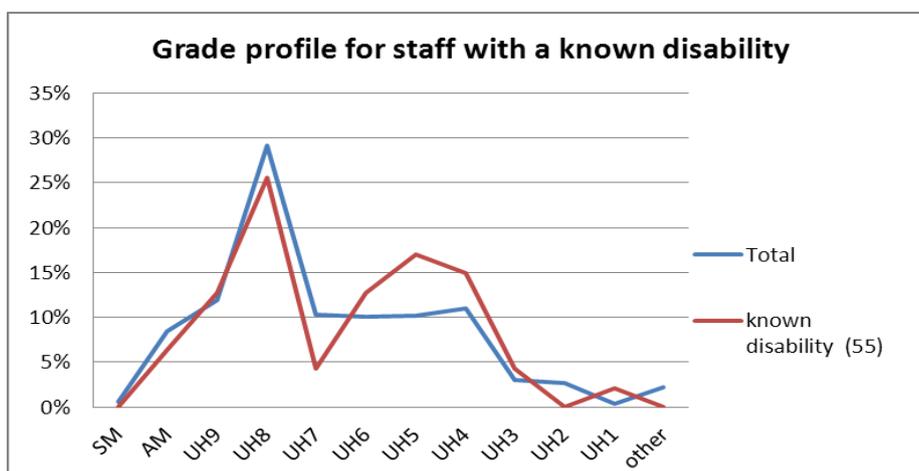
This analysis is based on salaried staff. Disabled staff are more likely to work in the professional staff group with 63.6% of disabled staff being in this staff group. 2012/13 has seen the proportion of disabled staff in the academic staff group rise from 34% to 36.4% of staff. There are also now records of disabled staff being employed on research specific contracts.

Disabled staff are more likely to be employed on flexible contracts than non-disabled staff 34.6% compared to 31.5%. Similarly disabled salaried staff are more likely to be employed on permanent contracts than non-disabled staff 92.7% compared to 90.7%.

4.2 Disability and grade

The grade profile for staff with a disability shows slightly lower proportions at UH7 and much higher proportions employed at UH5 and UH6. This may relate to the higher proportion of staff with a disability in professional posts, and this will need to be analysed further to establish if this is the case.

Fig 7: Grade profile and disability



4.4 Comments

The University encourages applications from disabled staff through the 'Two Ticks- positive about disability' initiative and supports staff members through a disability services department, which operates a disability access fund and provides assistance to line managers.

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 the University has reported a larger proportion of its staff in the 56 years and over age category. As at 31 July 2013, 23% of salaried staff were in that age group (25% of all staff). Although the overall proportion of staff in this age group has not changed significantly since the last report the average age has reduced slightly from 45.5 years old to 45.3 years old.

Key observations:

- UH has an older age profile than the average across the sector.
- The older age profile is particularly in academic posts and more pronounced in certain schools raising the need for succession planning in these areas.
- The overall average age has reduced in the last two years.

Key actions

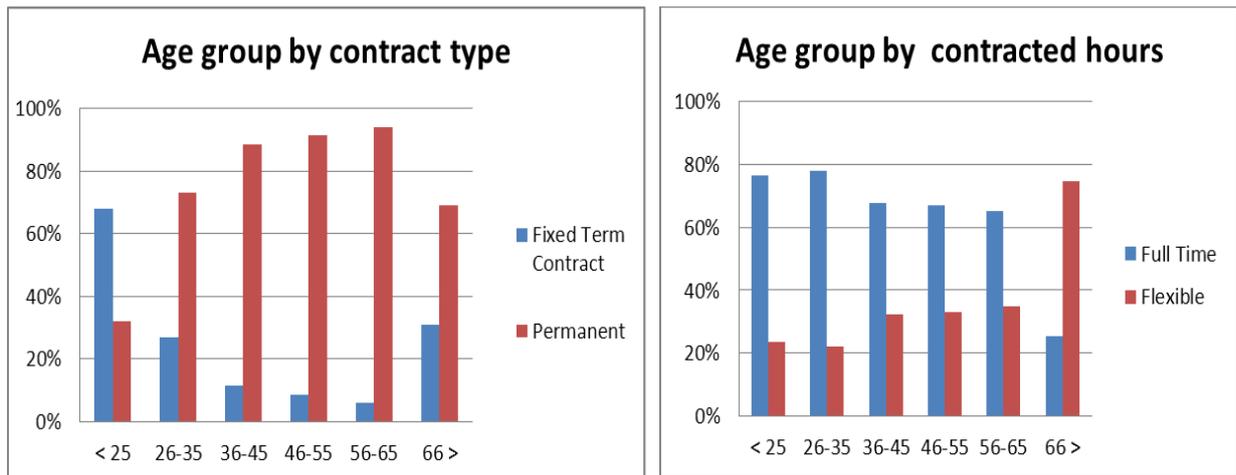
- Consideration needs to be given to effective succession planning due to the institution's ageing workforce profile.

5.1 Age and contract type

This analysis is based on salaried staff only.

- Age group <25 are most likely to be employed on fixed-term contracts.
- 74.5% 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)

Fig 8: Contract type by age group



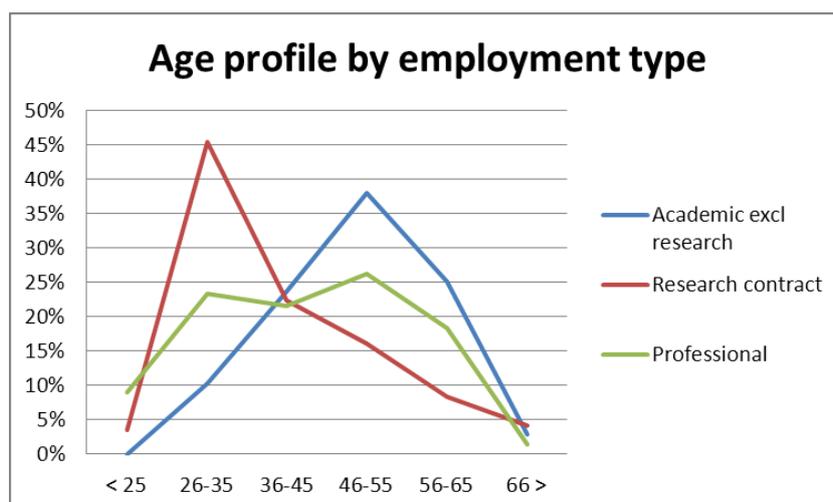
The biggest change has been in the proportion of staff over 66 who are employed on fixed-term contracts. This has moved from 50:50 split in 11/12 to 69:31 in favour of fixed-term contracts in 12/13. After the >66 age group, the 56-65 age group are the most likely to be employed on flexible contracts (35%) and 26-35 age group are the least likely at 22%.

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 skewed towards the older age groups than staff in professional posts.
- 32.4% of professional staff are aged 35 years or less compared to 14.8% of academic staff. Within the academic staff group those on research specific contracts have a younger age profile with 49% aged 35 or less compared to 10.2% of academic staff not on a research contract.

Fig 9: Age group by employment type



This age profile is reflected in the average age summary in table 2 below:

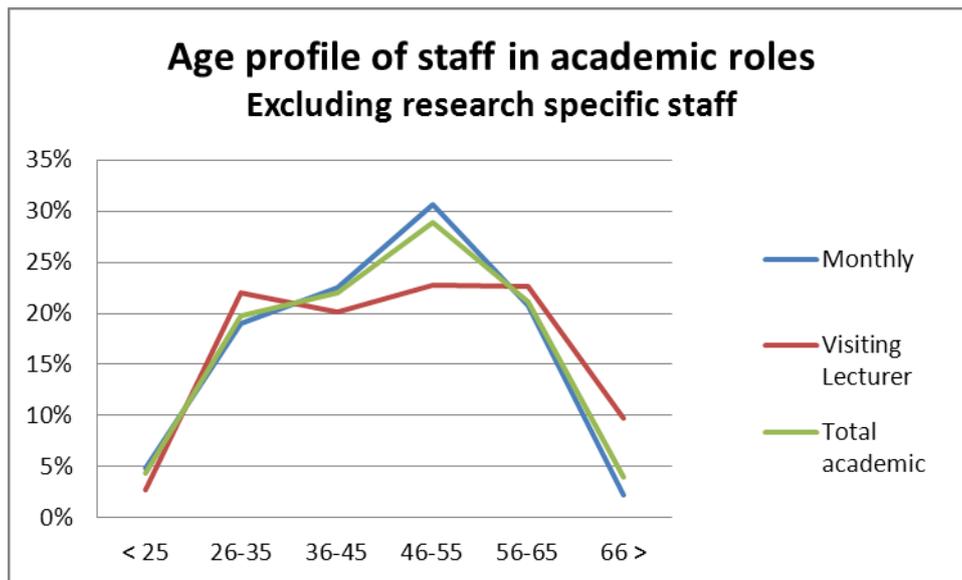
Table 3: Average age by employment type

Average age	Academic		Professional	Grand Total
	Academic excl. Research contracts	Research contracts only		
2013	49.2	39.1	42.9	45.3
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 positions (146 on research contracts) an additional 746 staff on Visiting Lecturer contracts contributed to the University's workforce in 2012-13. Visiting Lecturers are typically used to supplement teaching rather than academic management activity; this does have an effect on the age profile of academic staff that the student body will come into contact with.

Fig 10: Age profile of academic staff



- Looking at salaried and VL staff combined 25.1% of staff contributing to academic work are 55 years or older.
- The School of Education (52.4 years) and Hertfordshire Business School (50.6years) and School Health have the highest average age.
- Looking at the proportion of staff aged 56 or older the highest schools are School of Education (37%), Computer Science (29.1%) and Hertfordshire Business School (28.6%).
- The school with the youngest average age (43.8years) is the school of Physics Astronomy and Maths.

5.3 Age and grade

There is a strong correlation between age and seniority.

- Only 6.6% of management graded staff are aged under 35.
- 58% of under 25's are employed in UH1-4 posts compared to 70% of 36-45 are in UH 7 - AM level positions.

5.4 Comparison across the sector

ECU data reports a higher proportion of staff in younger age groups with an average of 31.3% of staff aged 35 years or under. UH currently employ 23.8% of staff in this age group. ECU data reports 16.9% of HE staff are aged 56 or over 23% of UH staff are in this age group.

DLA Piper measure against different age groupings and report a sector average of 25.1 % of staff aged 34 or under and 21.1% of staff aged 55 or over.

5.5 Comments

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 their age profiles and working through their HR Business Partners to plan appropriate actions locally. One practical step is that the need to consider management potential has been embedded into the appraisal guidance provided to schools

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. The University is not currently in a position to undertake the detailed analysis in the same way as for other protected characteristics due to poor volume or poor quality of data. It is committed to ensuring equality of treatment for all staff and providing appropriate support. A summary of which is provided below:

Gender Reassignment	The University 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	An LGBT Staff Network is well established and a LGBT Champion has been appointed from the senior management team. The University also works with Stonewall. 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	The University captures and analyses 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.

7. Joiners and leavers

Between 01 August 2012 and 31 July 2013, 280 staff (241.8 FTE) joined the University. These figures are an increase on the 207 staff (176.6 FTE) reported as joining in the 2011-12 report. The number of leavers did increase but at a slower rate with 188 staff leaving (160FTE).

The proportion of new staff joining on fixed term contracts decreased slightly from 57% to 49%. 70 Leavers (37%) were on fixed term contracts.

There is no evidence of gender bias in the overall number of joiners or leavers; 55% of joiners were female and 55% of leavers were female. However there are differences when the grade of staff is considered; 72% of joiners into management positions were male whereas only 33% of management leavers were male. However the overall proportion of female staff in management positions has not fallen.

Overall 19.2% (54) of joiners were from a BME background compared to 15% (29) of leavers. This is both an increase in the proportion of BME joiners, up from 16% in 2011/12 and contributes to a net growth in BME numbers. This reverses the position in 2011/12 where 34 joiners were BME compared to 40 leavers. There are marked differences in the age profile of joiners and leavers. The

majority of joiners and leavers both sit in the 26-35 age group. The biggest difference between proportion of joiners compared to leavers is in the <25 and 56-65 age groups.

Fig 11: Age profile of joiners and leavers

